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Activities report for the General Board of Associates of Instituto Educativo del Noroeste, A.C., in compliance with the provisions of its statutes for the period from January 1 and December 31, 2010. Annual Report 2010 • 03

Message of the President of IENAC

DEAR ASSOCIATES AND BOARD MEMBERS:

This concluding year, two IENAC Board Members passed away: Mr. Alfonso Bustamante Labastida and Honorable Board Member and Founder, Mario Hernández Maytorena.

I must confess that this year it was hard to me to begin this writing. When I was meditating upon which words to write a question arose in my mind: What does it mean to me today having been invited to this board so many years ago? And I asked myself again: What is it that really motivates us today?

Some people have set high expectations on us; otherwise none of us would be sitting here now. In order to be sitting here, all of us went through a sieve that required a unanimous vote. And all of us humbly accepted to be here around this table. And I believe that all of us have thought about the reflection that Martin Torres, Ensenada Board Member, left to his family when he taught them that if we want to live in a community we are proud of, then we have to humbly dedicate our responsibilities to that community. In each after dinner chat or reunion I am in, the last topic is always, I do not know why, CETYS. I think that this happens if not to all of us, to many of us. CETYS, and its quality are sustained in our commitment and in the faith in our own convictions.

We as IENAC Board Members are leaders, and being a leader implied making a decision: the 2020 CETYS Plan, which consists in a clear and relentless vision of what must be done, united to a perseverance to see that vision materialized: Essentially, a passionate commitment. It will be our turn to encourage, promote, sustain and live CETYS exponential growth in quality. I think that in the threshold of CETYS 50th anniversary, we IENAC Board members face an enormous responsibility towards our time. I think that this elite of individuals, that in the end will set the pace of the generational change in IENAC Board, has a great opportunity to make and transcend.

And I think that this responsibility we are confronting and that we have, is greater by far, than the one the founders of CETYS had. I believe this is because of the historical moment that we are living on the eve of the expected WASC Certification, because of the beginning of the 2020 CETYS Plan, because of CETYS small size, because of the opportunity we were given after the earthquake, because of the President we have, because of the way how CETYS was forged since its beginning by its Founders and those that joined them, because of the way how we make the future and how it shows itself to us, because of the mission for values that we all share and because of the people that today are part of this Board.

The era of the transgenerational Board members has been born. The era of what I call the “CETYS 2020 Founding Board Members” is here.

In 2020 CETYS will be a great Mexican example: A high quality educational niche, an icon of education of character. We will make CETYS the best University of its kind in Latin America.

So it will be. Why? Because we, the CETYS 2020 Founding Board Members are here ---- this CETYS that begins today but starts from the past, with an unstoppable vision of what must be done and with the perseverance and passion to materialize that vision.

There is always a spirit, a necessity and a group of people at the beginning of every great human step. Each one of these aspects must be the right one for that particular moment in history, or nothing will happen. Today here, the necessity exists, the spirit exists and the right people are here: I predict a complete success, greater than the expectations.

Thank you for the honor of letting me be here seated next to you around this table.

Mr. Juan Ignacio Guajardo Araiza
President of Instituto Educativo del Noroeste, A.C.

“Every time that I pass near CETYS I feel so proud of having been one of its founders - a member that did his best to support this institution.

“I think that the new Board Members are going to do a superior work and they are going to feel such love for the institution in their blood that they won't be able to take it out.

“It is a distinction to be in CETYS Board, and this distinction must be corresponded – it must be corresponded with effort.”

Mario Hernández Maytorena (†) Founder Board Member Honor Board Member
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Message from the President of IENAC Ensenada Chapter

Dear CETYS friends:

It is a pleasure to direct this message on behalf of the IENAC Ensenada Chapter and I am thankful to its members for its committed contribution of ideas and resources, without them it would have been impossible to achieve the objectives highlighted here.

In 2010 Ensenada campus achieved its enrollment goals, sustaining the level of scholarships through a Capital Campaign in which the benefactors made possible that 8 out of every 10 student could count on some kind of economical support; this is particularly important for this Chapter, which is particularly committed with the special management of Padrino Scholarships, to continue sponsoring talents while ensuring the Campus's financial health.

Because of this and much more positive results, I acknowledge whom during more than 2 years served as President of Ensenada Campus, Mrs. Diana E. Woolfolk Ruiz, who since January 1, 2011 has been in front of the Administration and Businesses School of the Campus, and I welcome Mr. Carlos H. García Alvarado in his second term directing the Campus; to both of them the best of success in their respective responsibilities.

During 2010 the Board Members of the Chapter had the opportunity to carry out diverse actions that set the basis for a solid institutional strengthening and paid off in better services for CETYS students. Among all of them our participation in the strategic planning process that resulted in the 2020 CETYS Plan, through which we expressed the vision of what the Chapter considers CETYS should be during the next 10 years, stands out.

The 2020 CETYS Plan proposes a series of actions that will lead CETYS to be globally recognized because of its educational quality. Such Plan is built, more than on the basis of our possibilities, on the basis of our aspirations.

The latter represents an unprecedented commitment in IENAC's history since it will demand a quantity of resources never managed before, but we see it reachable with the decided commitment of the Board, Alumni and CETYS friends Community; to all of you my special thankfulness for the demonstrated support in the past and an invitation to keep it or double it.

Nearly 50 years ago a group of distinguished leaders from Baja California were right to found this prestigious institution, reason why I consider that it is a great honor to have in our hands the historical opportunity to take it to another level during the next decade.

My gratitude to the President of CETYS, Dr. Fernando León García, who with his qualified team joined us in the works of the 2020 CETYS Plan, and moved forward in the process of the WASC certification and had the special care to strengthen the academic quality, as wells as prudently administer the institutional resources. This encourages us to optimistically confront the challenges that 2011 will bring along.

Mr. Enrique Loyola Peterson
President of Instituto Educativo del Noroeste, A.C. Ensenada Chapter

Message from the President of IENAC Mexicali Chapter

2010 was a significant year, of great challenges for our city, community and Campus. For the first time a CETYS graduate from this institution took oath as President of Sistema CETYS Universidad, thus initiating a new stage in the history of the institution, continuing with the educational project and strengthening its vision.

On the other hand, before the challenging environment because of the damage derived from the earthquake that hit our city and affected our institution, the members of the Mexicali Chapter face one the most important responsibilities, to lead together with the CETYS community the reactivation of the educational services, having always as a priority the aspects of service security and quality.

Our goal today is still the strengthening and continuity of this great educational project that CETYS Universidad is.

The valuable support of IENAC through its contributions and managing for the achievement of the campaign goals, as well as the collection of resources as a support for the infrastructure, ensured the advance of the educational institution during the last year.

According to CETYS 2020 plan, which defines our vision and having as a reference the previously mentioned the contingency, the following strategic lines on which we focus our work emerged:

- The immediate reinstitution of the educational services, under the tutoring of experts in structures, always privileging the students' safety.
- The promotion of the use of technological tools such as Blackboard, which allowed us to successfully finish the work plan of the semester.
- The authorization of the purchase of mobile infrastructure under the security requirements of CETYS high school, providing this way an answer to the academic spaces that the institution demanded.
- The damage claim to the insurance company with the technical and financial support, getting directly involved in the negotiations, obtaining positive results.

It is the commitment of the member of the Mexicali Chapter to answer to the expectations of IENAC and CETYS mentioned in the 2020 CETYS Plan, which establishes actions aimed at the academic quality and demand the topic of infrastructure, a new conceptualization of spaces and financial resources to carry it out.

We are proud of the interest and passion of our graduates when they keep in touch and participate with their Alma Mater in the funding collection events such as the traditional and productive Sarao in the Spring and CETYS Sorteo with sold out issues.

The generous donations with which businesses support us year by year, made the accomplishment of our mission possible for each youngster that obtained the support of a scholarship.

Upon generating the necessary financial resources to provide talented young people with the opportunity to study in this University, through the scholarship system, we are contributing in the formation of morally and intellectually prepared human beings to provide solutions and improvements in all areas.

Five decades of work honor the vision of each one of our founders, their efforts represent today the incentive that propels those who continue with their labor with commitment.

After 50 years, CETYS is and will be a long-term project, an opportunity, a continuous challenge and a fulfilled achievement represented on each one of the students that finish their studies in this institution.

Mr. Netzahualcóyotl Pérez Román

President of the Mexicali Chapter of Instituto Educativo del Noroeste, A.C.

II. INFORM OF THE VIGILANCE AND GENERAL BALANCE COMMITTEE

Message from the President of the Tijuana Chapter

It is a pleasure to share with you that for Tijuana Campus the year 2010 was a year of great challenges that today are translated into projects that were completed thanks to everybody's effort and contribution.

We worked to achieve a goal of \$1,150,000 U.S. dollars established for the Annual Campaign, the Special Campaigns of the "José Fimbres Moreno" Postgraduate Studies Building, reason why through a great effort and team work it was possible to achieve the commitments for the amount of \$1,262,162 US dollars, thus representing a 10% additional achievement over the established goal.

This allowed us to conclude the two special campaigns: the first one with duration of two years, achieving the participation of 24 corporate members who adopted different spaces of the Postgraduate Studies Building. Mr. José Fimbres Moreno (R.I.P.) the motor that started this Campaign and thanks to his son, Mr. Baraquiel Fimbres Mendoza, this project was successfully concluded.

In the second instance, the Remodeling and Expansion Campaign of the "Luis Fimbres Moreno" Information Center was possible thanks to the valuable donation received from the Fimbres Astiazarán family and the participation of the attendees to the Great Dinner Party, event that registered great attendance and revealed the community's trust and support. Thanks to all of them since their decided collaboration will allow us to achieve the vision of the institution in the coming years.

In this year we carried out a new productive event: The Magna Cum Laude Conference "The Magic of Being Positive" given by Mr. José de Jesús López Dorantes in which 1,000 participants had the opportunity of taking a personal fulfillment message to confront the challenges of life as well as to discover their positive thinking.

Together with this achievements, the institution gave a great boost to resources management via projects and particularly I want to highlight the participation of Mr. Emiliano Gallego Pérez who made a donation for the creation of the Fund "Francisco Gallego Monge" which will foster entrepreneurship in young people, as well as an important equipping of the Engineering laboratories of Tijuana Campus.

I would like to take the opportunity to mention two new members: Mr. Juan Manuel Hernández Niebla and Mr. Carlos Rubio Arreola, both CETYS graduates and now members of the IENAC Board.

I only have to congratulate those who with their talent and resources joined these projects, acknowledging all the Board Members of the Chapter their support and guidance, so I exhort you to keep on contributing to encourage the quality education in Baja California, since we have a lot to do and even more to give, confronting challenges of great significance.

Mr. José Manuel Jasso Peña
President of the Tijuana Chapter of Instituto Educativo del Noroeste, A.C.

III. REPORT OF THE PRESIDENT OF SISTEMA CETYS UNIVERSIDAD

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Starting from the premise that the human being is what education makes of him and assuming that the education act is putting the best of human kind into the pupils consciousness and thus assure the renovation of culture and values, I acknowledge that we, the ones that perform different functions at CETYS are carriers of great responsibilities and no less important challenges.

In 2010, CETYS Universidad celebrated its forty-ninth anniversary, and nothing seems to stop its way to the fiftieth. Just a few higher education institutions in Mexico can boast this longevity which would not be a conceit matter if one single year had been replicated forty-nine times. At CETYS that is not possible for different reasons, but the most important one of them is because of its community. Projects come and go day by day and when it looks as if they were drowning us because time seems to run out, a new inspiration emerges, a renewed motivation and with it we carry out the new tasks. The development of CETYS would not have been possible without that historical, deep and continuous commitment of all of the Board Members of IENAC, as well as the support from their wives and families.

The global surrounding questions us in every step to point out that we are working in a very diverse world, of great interrelation and of accelerated changes. The task of us, who make education by planning, designing programs, working in the classrooms, is to help students to decipher all the mysteries that this global frame brings along. We need to give them access to that world and we also, through strategy based on values, educate them in the attitude so they can decide between right and wrong.

As it is known by the Board Members and the community, in this administration that since January 2010, I have been appointed to head, we have designed in its general frame and in its organizational and financial implications a development plan that we call 2020 CETYS Plan. We have spent great part of 2010 detailing the central aspects of the plan and have given continuity to other projects that had been developed in the institution.

This report offers the necessary details, but in this message I want to ponder the areas of major interest to which we will dedicate a renovated effort:

- To the high quality in teaching and learning. The key point to this are better prepared instructors, with a fundamental percentage with doctorate's degree in their respective disciplines, and performing not only a great teaching labor but also in an increasing way in linkage and applied research in a more global frame. The foundations for the achievement of this goal are the program of Cátedras Distinguidas and the Excellence Centers.
- Consolidation of learning communities, as well as to guarantee a system of learning assessment that provides the necessary evidence to demonstrate that the student acquires the abilities and competencies described in our programs.

The learning communities will approach the academic community as well as the rest of the CETYS organization and they will accompany each other in the consolidation of all the physical, technological and systems infrastructure that the campuses require to promote in an efficient way: CETYS Education. Furthermore, we will have to dedicate special attention to the integration of the different generations of alumni and the creation of synergies in favor of CETYS.

- To confront the global competitiveness under a clear internationalization strategy of the university. The presence of visitor instructors, the mobility of CETYS students overseas and of

foreigner students to CETYS, the international certifications, the alliances in strategic topics, and more flexible and open course descriptions, are factors that we must take care of and develop.

- The sustainability of students' formation as well as in the way CETYS performs as an organization is fundamental. We must raise awareness among our students of the importance of the conservation of our natural resources and the environment. On the other hand, for the operational and financial sustainability an organizational revision and reorganization has been started, the diversification of income sources, the strengthening of capital campaigns, a renovated program of promotion and recruitment and the improvement of CETYS net income.

If the earthquake that hit Mexicali on April 4, 2010 deviated our priorities, it has given us the chance to demonstrate our collective capacity to confront contingencies, united for the purpose of making CETYS for our community, to have a better preparation for everything that has been achieved, and to put everything in the perspective of the future that awaits for us and that our CETYS deserves. We have begun to walk towards the direction set by the four pillars of the 2020 Vision and the support of all the community is necessary to achieve all our goals.

IENAC has performed a determining role to create a proactive attitude of challenges and ambitious throughout CETYS history. With the right direction and singular support of more than 100 people in IENAC, this great project that CETYS is has become a reality and more that 25, 000 alumni from our different academic programs call CETYS their Alma Mater. Thanks to the Board for their support, criticism and judgments that are always of great value, as well as the trust that we have received to continue building this great project.

I wish to make a special acknowledgment to whom have established commitments to support the 2020 CETYS plan in a multi annual frame that potentially adds 15 million dollars and that provides an important synergy to this development project: Mexicali Industrial Park, S. A. (PIMSA), Baja California Government (assuming the continuity of the support for scholarships during the 2014-2020 period), Mr. Rodrigo Valle Hernández, Mr. Dio Murillo Rogers, Accuride, the Guajardo Araiza family, the Nelson family, Mr. Martín Torres Prieto and family, Mr. Emiliano Gallego Pérez and Mr. Enrique Carmona González.

To the community and other actors from the great CETYS family, I acknowledge and recognize their labor. Their support, interest and diverse support manifestations allow us to celebrate almost 50 years of history, certain of being an institution that has worked for its community.

Dr. Fernando León García
President of Sistema CETYS Universidad

IV. CONCLUDING THE 2010 CETYS PLAN

Since its creation, CETYS Universidad has ruled its development based on the following principles: A values based mission, a conception of academic quality, a commitment by and for the community, widening of access opportunities to higher education and a planning aimed to rationalize the future of the institution. Since January 2001 and as part of the 2010 CETYS Plan, we have looked for an institution committed to its educational mission, in a financially healthy environment, that promotes innovation, continuous improvement, the quality of service in the classroom and the support activities and a globalization environment.

Plan CETYS 2010 Plan Main Achievements

- Year 2000 began with an enrollment of 3,567 students and in 2010 the goal of having 5,600 students was achieved, this represents a 63% increase in its three educational levels.
- + Postgraduate students significantly increased from 563 to 1,408.
- + High School students increased from 1,099 to 1,885.

Enrollment Growth

2000	2010
Mexicali 1,839	2,731
Tijuana 1,223	2,065
Ensenada 505	961
Total 3,567	5,757

63% growth in the three educational levels

- The number of Mexicali campus students grew from 1,839 to 2,731, in Tijuana Campus from 1,223 to 2,065 and in Ensenada Campus from 505 a 961.
- During the second semester of 2010 a total of 497 instructors taught students registered in different academic levels.
- From the total of class hours given, those taught by tenure and adjunct instructors and professional level associates was of 37%, surpassing the minimum established by FIMPES which is of 33%. In high school such coverage was of 30%.
- It was achieved that 54% of high school teaching staff and 81% of Professional instructors obtained a Master's Degree or Doctorate to achieve the goal set for 2010.
- In terms of student quality, the following was achieved in the different levels:
 - + The average score in Bachelor's Degrees on the College Entrance Examination Board (CEEB) increased from 1,134 to 1,196.
 - + In Postgraduate Studies Postgraduate Studies Entrance Exam (PAEP) increased from 400 to 486.
 - + In high school the score on the corresponding standardized tests increased from 49 to 63.
- The number of academic programs increased from 37 in 2000 to 50 in 2010. These programs include 3 from high school, 21 from college and 26 from postgraduate studies.

Since a reordering of curriculum and specialties, this number reduced the bachelor's degrees to 16 and postgraduate studies to 6.

+ All programs were updated in 2004 and 2007.

+ A great impulse was given to curriculum development, student centered education, learning assessment and culture of information.

+ Students participation in academic exchange increased almost 50%.

+ Since 2004, College English has been offered in this institution, achieving the graduation of 85% of students mastering this language.

- During 2010 Plan the certification with the Higher Education of Particular Mexican Institution (FIMPES) was obtained again with honors. It was given great impulse to the certification of academic programs and the process for the Western Association of Schools and Colleges (WASC) certification officially began.

- Regarding the numbers of alumni, at the end of 2000 CETYS Universidad had produced 15,125 graduate students in its different programs. This number increased to 25,256 at the end of 2010.

- The number of direct scholarships also increased by 37.7% surpassing the established goal.

- In 2005 the CETYSorteo Millionario was resumed in its 53 edition and was consolidated in its 59 and 60 editions by collecting significant resources for the Institution Pro Becas fund.

- In the area of infrastructure, the following advances stand out:

+ In Mexicali Campus, the Entrepreneurial Development Center and International Businesses (CEDENI) was built, as well as the Kenworth and Amarillas rooms, the Tita and Armando Gallego room, the Football Stadium and the Campus internal roadways. At the same time, the water treating plant was installed and the High School building was remodeled, as well as the VIP area of the cafeteria and the Technology Advance Center (CAT) building to serve the postgraduate area.

In Tijuana Campus the Postgraduate Building was erected as well as the Margarita Astiazar Stadium, the Maintenance Building, the Integral Welfare Center (CBI) and the Applied Engineering Center (CINAP). The Sorteos office and the parking lot were expanded.

+ In Ensenada Campus the Information Center was built, as well as the Luis Fimbres Moreno Applied Teaching and Technology Laboratories, the Cafeteria and the extension of the Luis Fimbres Moreno Student Center and the Esposos Guevara Postgraduate Rooms. Additionally the High School building, the University Room and the main access were remodeled.

Through the 2010 CETYS Plan important advances in the institution were achieved. All of these efforts besides achieving these objectives lay foundations for the continuation of greater aspirations, which are being projected in the 2010 CETYS Plan.

V. GETTING READY FOR THE 2020 CETYS PLAN

Aiming for the development and improvement of CETYS Universidad, since 2008 work has been done on the creation of the 2020 CETYS Plan, which defines the vision of the educational institution for the coming years and propose an institution committed to its Mission and with the highest quality in its programs, which allow it to transcend from regional to international acknowledgement.

During the year 2010, there were many meetings among academic, administrative and board members groups, who gathered in different teams, worked on the basis that would conform this ambitious development plan, which also involved via surveys, students, parents and alumni. Also, expert researchers and national and international scholars were invited to collaborate. Everyone with his or her experiences and opinions enriched this planning process, which was distinguished for being highly participative.

It was in April 2010, during the Instituto Educativo del Noroeste Asociación Civil Ordinary

Assembly that the 2020 CETYS Plan was introduced for discussion and approval in terms of its Vision, what points out that CETYS Universidad should be a High Quality Educational Institution, Worldwide Competitive, functioning as a Learning Community and recognized for its Actions and Results in a Sustainability framework. Afterwards, in September 2010, the CETYS 2020 draft presentation and evaluation by IENAC was carried out. This document points out the financial aspects implied in the execution of this development plan, which involves a 50 million dollars investment on the improvement of human quality and infrastructure, 18.9 million dollars mainly in hiring of more instructors with a doctorate degree and a long-term challenge to start the creation of a 50 million dollars patrimonial fund.

During this year, the Presidency of CETYS was in charge of getting together with diverse audiences of the Baja California community to present the 2020 Plan. In these sessions the implications of this project were discussed:

1. To impulse a high level academic cloister including an increasing percentage with doctorate degrees that reinforces the teaching excellence but that allows the substantial advance of applied research and linkage with the social and economical development and also with an approach to language assessment.
2. To continue promoting the integral formation through a student-centered educational model that guarantees the improvement of its nuances (internationalization, entrepreneurial development and culture of information, among others) and student life.
3. To operate in a multi-campus system that could count with the physical infrastructure and necessary services to support the kind of education that we are trying to achieve in the 2020 CETYS.
4. To integrate the technological platforms and systems to offer quality educational and support services.
5. Promote innovation and diversify its educational offer.
6. Improve its structure and organization to achieve more efficiency in its financing sources.

The 2020 plan will lead us to a CETYS that honors the vision of its founders, celebrates the success of its alumni and is the pride of Baja California and Mexico.

a) High Educational Quality

Certified Quality

During 2010, different external organisms testified through processes that include visits to CETYS as well as irrefutable documents about CETYS Universidad educational quality in its programs of Bachelor's Degree and Postgraduate Studies.

From 33 eligible programs a total of 19 have been certified or in the process of re-certification and two additional ones are starting their corresponding process. With the latter, 58% of the majors offered at CETYS are certified by external organs. During this year the certification diplomas of the Bachelor's Degrees in International Public Accountant and Business Administration from the Mexicali and Tijuana Campus, were granted.

Among the accredited programs in 2010 are:

Tijuana Campus:

Industrial and Systems Engineering, Computer Science Engineering, Business

Administration, Marketing Administration, Clinic Psychology, Organizational Psychology, Child Psychology and Educational Psychology.

Mexicali Campus:

Business Administration, International Business, Marketing Administration, Law, International Public Accounting, Industrial Engineering, Mechanical Engineering, Engineering in Electronic Cybernetics, and Computer Science Engineering.

During 2010 a total of 322 last semester students and CETYS Universidad Alumni presented their Bachelor's Degree Exit Exam (EGEL), being 132 from Mexicali, 154 from Tijuana and 36 from Ensenada. EGEL is a test administered by the Higher Education Assessment National Center, A.C. (CENEVAL) and it is a requirement for the degree acquisition since it assess their profile in terms of knowledge.

At the same time, CETYS applied for and was granted the incorporation of the Master's in Business Administration (MBA) to the Quality Postgraduate National Program (PNPC) promoted by the Science and Technology National Board (CONACYT). Thanks to this designation, in 2010 a total of 31 professionals statewide were able to start their studies in the MBA program with a CONACYT scholarship.

CETYS High School confirmed its quality as an institution that promotes the excellence in the areas of Reading and Mathematics by obtaining the highest global scores in the State in the Excellence area in the 2010 ENLACE test.

Regarding the presence and contribution of CETYS to the concept of accreditation in the national range, during the LVII ordinary session of FIMPES celebrated in Guadalajara, Dr. Fernando León García, President of the CETYS System, was named member of the Permanent Commission of Study and Update of Accreditation System (COPEASA). Subsequently and unanimously he was named Coordinator of COPEASA, having as main responsibility to lead, with the support of Mr. Angel Montañez Aguilar the revision, documentation and implementation of the Third Version of the Accreditation System FIMPES.

Great Talents

CETYS Universidad is an institution committed to excellence, and its efforts in this area have been successful. Speaking of educational quality is to refer us to its main actors: students and instructors, who work day by day to reach a specific goal: to be the best. These are some of the designations received by our students:

- The "Distinguished Baja California Citizen", was awarded to David Zhou, Engineering student from Mexicali Campus for winning the gold medal in the 2009 National Mathematics Olympics. He also won the XIX National Chemistry Olympics.
- Armando Gabriel Moreno, student of the International High School Tijuana Campus and Mariela Castillo, student of the CETYS High School Mexicali Campus, represented Baja California in the XXIV National Mathematics Olympics.
- Eva Carolina Soto, Carolina Gárate, Ernesto de la Trinidad, Roberto Espinoza and David Zhou, all of them High School Students in Mexicali Campus, obtained the 1rst Place in the Basic Sciences State Contest held at Instituto Tecnológico de Tijuana (ITT).
- Wilberth Sánchez Machuca, graduate of the Bachelor's Degree in International Business and who is currently studying a Master's Degree in Korea, won the 2010 Tijuana Joven Prize, in the category of academic career.

Regarding to the teaching and administrative staff:

- Dr. Jorge Ortega Acevedo, instructor of the Mexicali Campus, competed against more than 50 authors around the world and obtained the International Poetry Prize Jaime Sabines in Tuxtla Gutierrez Chiapas. On the other hand, Dr. Ortega Acevedo received the Mexicali 2010 Medal in the category of arts, which is awarded annually since five years ago by the Instituto Tecnológico de Mexicali to outstanding Mexicali citizens in diverse activities, among them the arts, science, sports, community service and professional practicum.

58% of the majors offered by CETYS are accredited by external organisms.

Dr. Jorge Ortega Acevedo, CETYS instructor, was awarded with the International Poetry Award Jaime Sabines.

- Professors Melanie Elizabeth Montes and José Luis Bonilla, scholars of Tijuana Campus, conquered the 2nd place of the FIMPES Price in the modality of research and essay.
- Instructor Alicia Hermosillo from Mexicali Campus, was the first professor of Sistema CETYS to obtain the certification in the Diploma course on Higher Education Teaching Competencies offered by ANUIES.
- Professor Roberto Quintero, Director of Sports, was recognized by the Municipal Institute of Sports and Physical Culture of Mexicali because of the great achievements in the National Olympics in basketball.

The teaching staff of CETYS Universidad, in all of its campuses, is formed by professors with academic and professional experience. There are tenure instructors who are the basis that fosters the educational model in students by providing them a personalized attention, indispensable in their formation. In this sense during 2010, 4 in each 10 classes were taught by tenure instructors at a System level.

From the total of tenure and adjunct professors and considering High School, College and Postgraduate School 82% has a Master's or Doctorate's Degree, 53% in bachelor area and 100% in postgraduate studies, this speaks of a good level of academic formation of the teaching staff.

The Academic Development and Improvement Center (CDMA) carried out different relevant actions in support to the teaching labor.

- 14 course/workshops were taught with the participation of 694 professors of Sistema CETYS.
- El 50% of the instruction was in charge of external experts from American Universities of California.
- Because of the petition of Baja California educational authorities of converting all the bachelor's degrees to the competencies modality, the most relevant achievements in the curriculum revision and design were: the formulation of an educational model based on competencies, the design of an institutional format to document the course programs in the competencies modality; and the feedback to the school presidencies about the self-studies of their academic programs.

Promoting the Entrepreneurial Spirit

A CETYS student during his formation and as a professional is able to design, organize and direct projects in which he uses his creativity and his innovation capabilities, leading him to make decisions and start tasks, actions and programs with the required success. This is the entrepreneurial spirit that we foster in our students.

Through the Entrepreneurial Development Center the creation, strengthening and growth of programs such as Impulse, Young Entrepreneurs, Banks in Action, Management Economic Simulation Exercise, Incubadora de Tecnología Intermedia and Endeavor are stimulated, being CETYS University a nationwide pioneer. This is a list of some of the outstanding actions in this area:

- A total of 331 students distributed in the three CETYS Campuses took part in the activities of "Young Entrepreneurs."
- Regarding the Business Simulator MESE, there was a participation of 658 students in the different campuses.
- The "Evalba" and "Memia" teams, formed by two high school student of Mexicali Campus, obtained the 1st and 2nd place in the National Competition of Banks in Action. Furthermore; "Evalba" represented by Alí Padilla, Eva Carolina Chávez and José Eduardo Malo, obtained the 2nd place of the Certamen Latinoamericano of this same field.
- Six high school students of Mexicali Campus participated in Global JA Titan Challenge, online simulation contest of Junior Achievement (IMPULSA).
- SAIT and Innova were the elected firms in the 5th Selection Panel of CETYS University Endeavor Businesses, making a total of 12 business that are being supported by this initiative.

Social Linkage

CETYS Universidad, as an institution by and for the community cannot be oblivious to social events. For this reason, it pays special attention to the fact that is students develop a collective and humanist linkage, with strong values such as justice and good. It also promote the labor entailment so that this allows them to know the labor market, understand its dynamics and strengthen their security and sense of responsibility. In 2010

a total of 15 Social Service and Professional Practicum programs were renovated, thus being added to the more than 55 existing program at System level.

The humanist labor at CETYS has been diversified in the last years designing and operating high school and college programs, which are more clearly included in the citizen responsibility and environmental culture.

- In 2010, 81% of the high school students took part in one of the social service programs that include activities in the subject of Community Development, Social Sciences and Citizen Ethic.
- In College, the participation of students in social service programs has been improved in a significant way, keeping a percentage of students enrolled in programs or institutions from the fifth to the eighth semester higher than 90% during this year.
- An intense work was done to support the families that were living at the edge of the highway after the earthquake that hit Mexicali, specifically in the Ejidos Durango, Nayarit, Cucapá Mestizo, Cucapá El Mayor and La Carranza.
- CETYS was incorporated to the University Network Committee for Disaster Prevention and Attention University.
- In Tijuana, Collaboration with the Civil Alliance was signed so that the students of the institution collaborate in their Community Days. A project with SEMPRA Foundation about sustainable development was also started.
- The Psychological Support and Orientation Center (CAOP), historical program of the Psychology School that was born in Tijuana Campus, was extended to Mexicali Campus and was inaugurated in February this year. CAOP is a nonprofit center of support and psychological orientation for the community with the purpose of improving the life quality of people and families, where Psychology students can participate actively. This year in Mexicali, 55 people were attended in 286 given appointments. Because of the bigger structure and human resources managed in CAOP Tijuana, nearly 3,000 consultations were given, including workshop registration, patients in family therapy, among others. Services have a representative cost since most of the people have low-income with a diminished life quality.
- Law School continued operating its Legal Offices that started activities in 2005. Providing free services to the community at the same time that they carry out their social service, students applied the acquired knowledge in the solution of real social problems, they develop their skills and practice essential values for their profession. It has four attention centers outside CETYS and this year almost one thousand consultations were given to people who asked for the service.

Business Linkage

The business environment is highly linked to the labors that are carried out in this educational institution because since its foundation it has tried to maintain a constant communication with it in order to work together for a better development of the state by linking the educational programs to the necessities of the region. This is the reason of the importance of keeping work meetings and linkage that allow both students and instructors to develop their abilities according to the demands of the labor market.

Diverse companies and organizations formalized their relationships with CETYS by signing agreements during 2010. The most important companies in Mexicali are: CANACO, Emermex, BOSH, Intuitive Surgical, S. de R.L de C.V., IVEMSA and Comisión de Desarrollo Industrial de Mexicali. In Tijuana stand out: Alianza Civil de Tijuana, DJ Orthopedics de México, Farmacias Modernas de Tijuana, KJH Corporativo, S.A. de C.V., Consejo de Desarrollo Económico de Tijuana, ISSSTECALI and Sistemas Especializados para el Agua. CETYS took part in the successful management of projects for 7 different companies (Cristapuro, E Systems, Conectividad Modular Integral, Empacadora La Norteña, Liberty Carton de México, Hielo Cachanilla, and Pagasa), whose total represented 40 million pesos from which 16.5million pesos were related to activities developed by CETYS. In the areas of psychology, security and oral trials, three projects of a total of 1.5 million pesos were approved.

With the purpose of keeping informed of the advances and future plans of companies of the region, the institution had diverse meetings with senior directors, among them: Colin Cramp, Vice President Quality & Compliance, R&D, and the Chief Engineer's Office, Goodrich

Aerostructures Group; Juan Jesús Pérez, Vice President of Manufacture, Goodrich Aerostructures Group; Frank Holzer, Vice President Engineering Testing Services, Honeywell Aerospace; Alfredo Cárdenas, Director, Honeywell Aerospace Mexicali Research and Technology Center; Kelly Reed, Director Corporate Citizenship, Honeywell Corporation; Dan O'Malley, Director of Operations, New Product Development, Gulfstream Aerospace Corp.; and Bruno Ferrari, Director of ProMéxico. On the other hand, Ensenada Campus was invited to participate in the boards of COPARMEX, CANACINTRA, EMPRESER and in the Committee of Security and Public Transportation.

The participation of students is fundamental for the linkage with companies. The case of three students of the Engineering School of Mexicali Campus stands out in 2010; Jesús Carreón, Sergio Schmidt and Antonio Valdez, who presented in Skyworks a training module for the employees that work in the area named "Die Attach", one of the first and more critical processes in the assembly of integrated circuits. Antonio Valdez and Miguel Carreón, student of Engineering in Electronic Cybernetics of Mexicali Campus, developed equipment that favors the training activities of the company's employees.

As part of the linkage to other institutions, a total of 147 Courses were taught, among them:

- Diploma Course on Procedural Law, Penal and Oral Trials, in which 30 people of Public Security Department (SSP), Procuraduría General de Justicia del Estado (PGJE) and Department of Municipal Public Security Municipal (DSPM) received their certificates.
- 50 elements of the Mexicali DSPM, concluded the Diploma Course in Criminalistics.
- The Diploma Course of Electoral Law was attended by 30 people from the Legislative Branch, Electoral and City Participation Institute (IEPC), State Government, as well as journalist and members of diverse political parties.
- 31 people of the XIX Tijuana City Hall concluded their Diploma Course in Senior Management.
- 28 members of the Tijuana Municipal Police in the Diploma Course in Senior Management.
- 76 elements of the Ensenada Municipal Police, finished the Criminology Diploma Course.

Impulse to Culture and Sports

Attitude, commitment and passion are characteristics in our athletes and young artists. Through constancy and dedication, their abilities reach greatest levels of complexity, which makes them more competitive in their area, but above all, a better reward for their effort is the enrichment of their own personality and the habit of learning continuously to provide welfare and useful orientation to their peers. Here we list some of the achievements:

- César Méndez Lizárrage, High School student from Mexicali Campus, was chosen for the fifth consecutive time to participate in the Child and Youth Symphonic Orchestra of México.
- Melisa Concepción Loza López, Education Student from Tijuana Campus, obtained the 2010 Tijuana Joven Award in the category of artistic activities.
- The Zorros from Mexicali Campus won for the fifth consecutive year the Championship of the Baja California Student Football Organization (OEFA) in the Youth Category. Furthermore, in the youth category they positioned as the best in the state. On the other hand the Tijuana Osos obtained the sub championship in the Varsity category, of this same tournament, while the Mexicali Zorros obtained the third place. The Zorros of the Ensenada Campus were the undefeated championships of the Varsity category, Division 2.
- Regarding women flag football there were outstanding performances in both Mexicali and Tijuana Campuses. The Tijuana Ositas won the high school and university championships in their respective categories. The Mexicali Zorritas obtained the second place in the Premier League.
- Jorge Inzunza López, Engineering Student from Mexicali Campus, won the silver medal in the Modern Pentathlon in the Juegos Centroamericanos y del Caribe.
- A total of 78 athletes actively participates in the Universiada Nacional held in Chihuahua and the 2010 National Olympics held in Jalisco, with achievements in the following disciplines: Swimming, Fencing, Archery, Track and Field, Weightlifting, Volleyball, Karate Do, Basketball and Futsal. Regarding Women Basketball, CETYS Team won the third place nationwide.
- Damaris Hernández Ocegueda, Tijuana Campus student, won the championship in Shot Put in the Universiada and a second place in Discus Throw.

Recognitions

Doing things the right way in terms of education has captured the attention of organisms, specialized agencies and informative newspapers not only from the locality but also from

other countries. All these entities trusted CETYS University and in its labor, for this reason, during this year, the institution and some of its members received well-deserved distinctions for their daily work.

- CETYS was awarded by the Hispanic Association of Colleges & Universities (HACU) for the efforts it has made in pro of the internationalization of education.
- The Master's Degree in Administration and Business was catalogued as one of the MBA in Mexico 2010, according to the EXPANSION Magazine. This issue highlighted this institution as one of the universities that best respond to students expectations.
- The weekly newspaper ZETA named Dr. Jorge Ortega Acevedo, Instructor and Researcher of the School of Social Sciences and Humanities as "Cultural Person 2010" and Dr. Fernando León García, President of Sistema CETYS, as "Outstanding Person in Education in 2010."
- Also, "Líderes Mexicanos" the magazine sold nationwide named our President, Dr. Fernando León García, as one of the 40 Education Leaders in Mexico.

Attitude, commitment and passion are characteristics in our young athletes and artists.

We entered the National Program of Quality Postgraduate Studies (PNPC) promoted by CONACYT

During 2010, at least 30% of the students that finished their Bachelor's degrees participated in different mobility activities in Mexico and overseas.

b) Worldwide Competitiveness

Making an effort to keep educational advantages before the everyday advances has made us not only stand out in a global frame, but also to receive or qualify for the endorsement of different international organizations. This action, apart from positioning CETYS as a competitive institution worldwide, provides a series of benefits that directly affect its students and teaching staff with situations such as mobility and participation in academic and research projects.

Global and Diverse Perspective

To CETYS Universidad it is important to prepare students that have the necessary tools to face a globalized world, where the key to success will always be: to think in a worldwide context. This is the reason why in CETYS Education internationalization has been strongly promoted since the ideal is that there is not a single CETYS graduate that does not have an experience of this kind, either by receiving instruction by a professor overseas, participating in an academic exchange, visiting another country in a summer class or by obtaining a double diploma with another university, among other alternatives.

CETYS is supported by 55 agreements that open the doors to more than 90 universities and institutions in Mexico and the world, including North America, South America, Europe and Asia. In 2010, more that 200 students participated in different mobility activities both in our country and overseas. The countries visited by our student were mainly Germany, Austria, Brazil, Canada, Chile, Korea, Spain, United States, Finland, France, Holland, Italy, Czech Republic, Japan, Switzerland and Taiwan. In terms of national mobility, CETYS keeps taking part in the University System of Academic Mobility (SUMA) in which there is a participation of a total of 17 Mexican Private universities that belong to FIMPES located in cities like: México, Monterrey, Guadalajara, Morelia, Veracruz, Torreón, León, Tampico, Hermosillo and Puebla.

Sistema CETYS also received students from universities from Finland, France, Holland, Austria, Chile and the United States and with the support of the Rotaries it also received students from institutions from Germany, Belgium, Japan, Italy, Canada and Brazil. Giving a CETYS University student the opportunity of being academically recognized by a foreign university is an exceptional competitive advantage that benefits more students each time.

The alliances to offer these types of programs include: San Diego State University (SDSU), in

California; City University of Seattle, Washington; and Hogeschool Zeeland in Holland. One of the most important achievements in this area in 2010, was the integration of the majors in Psychology to the Double Degree Program with the City University of Seattle. Afterwards this institution recognized the student of Public International Accounting in Tijuana Campus Miguel Marshall Tagle and Valente Rocha Islava from the Bachelor's Degree in Marketing Administration from Ensenada Campus. Luis Enrique Alvarez Loya from the Engineering in Electronic Cybernetics was the first graduate of the Double Degree program CETYS México-Hogeschool Zeeland from Holland. Regarding the MEXUS program, established with San Diego State University, CETYS Mexicali Campus received the first student from SDSU, Jonathan Díaz Leyva. While Nitzia Palacios Rojo, student from the Bachelor Degree in International Business in Ensenada Campus obtained a support scholarship granted by the company SEMPRA Energy. When these forces merge, the impact is multiplied and this is precisely what occurs when a collaboration agreement with another higher education institution of the world is signed or renewed. Agreements demand strong commitment, but also provide the opportunity of a teamwork that generates important synergies. In this respect, three collaboration agreements with Korea University, Sung Kyun Kwan University and Hanyang University are being generated. All of these universities are classified as the best private universities in Korea. On the other hand, the agreements with City University of Seattle and Finland Central Ostrobothnia University of Applied Sciences were renovated.

International Certifications

The search for the support of an international organization is originated from the necessity of CETYS of having a guarantee of the educational quality that it offers in its academic programs. If the desired certifications are obtained, the acknowledgement will be public and the accomplishment in terms of human capital formation and adequate infrastructure to offer high efficiency educational programs will be thoroughly endorsed.

- Western Association of Schools and Colleges (WASC). In February 2010, WASC formally granted CETYS the category of candidate institution for certification, designation that is the preamble and first step to obtain the complete certification. During the first semester of 2011 CETYS will be working on quality improvement actions, structuring a report for WASC by the end of the summer and receiving in November a WASC visiting team that will evaluate the achieved progress by CETYS. With all this information, the WASC Ruling Commission will decide in February 2012 the CETYS certification with WASC.

If an approving announcement is obtained, CETYS would become the first institution in Latin America to obtain this certification at university level.

- Another of the certifications is the one offered by the Association of Collegiate Business Schools and Programs (ACBSP). With the aim that CETYS obtains a certification not only at an institutional level (WASC) but also at a program level, steps have taken with the ACBSP for the certification of the programs in Business Administration. As part of this effort, CETYS participated in the ACBSP Annual Meeting of the 7 Region (West) held in San Diego, California and also in the ACBSP Annual Conference held in Los Angeles, California, where the "Candidate Institution" certification was received. ACBSP named Dr. John Shoemaker, expert in quality processes and who visited the three campuses in August, as CETYS adviser. A self-study that will be handed in to ACBSP in the spring 2012 is being elaborated. If everything advances in a positive way, we anticipate that CETYS could receive the ACBSP Certification by the end of 2013 and beginning of 2014.

- Accreditation Board for Engineering and Technology (ABET). Likewise the effort made with ACBSP, CETYS has taken the initial steps to manage the ABET Engineering Programs Certification. The effort is in its first stage and it will be until 2012 when the first formal steps are taken, beginning with the Industrial Engineering programs.

International Presence

Geographically CETYS is located in Baja California, Mexico, but the intention in terms of a notable presence is of international range. This is why different directors and scholars of the institution take place in international events and organizations in Mexico and overseas, intending to expand the links and benefits for CETYS in an international scope. Here a list of the achievements in 2010.

- Under the swearing in of Dr. Fernando León García as President of Sistema CETYS Universidad, Mexicali Campus held the “Experts Panel CETYS 2020: Higher Education in the International Context, Challenges and Perspectives”, which gathered eighteen personalities of the highest international educational level.
- CETYS was integrated to the Institute of International Education (IIE), greatest organization in the world based in New York which is dedicated to promote global education in among Higher Education Institutions. Equally, CETYS Universidad joined the effort “Academic Impact” linked to the United Nations.
- Dr. Scott Venezia Corral, scholar at Ensenada Campus, gave a series of conferences in India, during the agreement of educational cooperation among the Institutions Group American Society of Mechanical Engineers (ASM) and the University of North Maharashtra. Also, Dr. Venezia Corral was chosen to integrate the 2010-2011 Generation of the A.C.E. Fellows, the most prestigious in terms of academic leadership formation sponsored by the el American Council of Education (A.C.E.) in the United States.
- Dr. Isaac Azuz Adeath, scholar at the Ensenada Campus, participated in a project financed by the European Union, “Erasmus Mundus” in which he stayed in the Universidad Politécnica de Cataluña, in Barcelona, Spain.
- Through the relationship with WASC, Professor Laura Carrillo supported different certification workshops on learning outcomes and assessment offered to FIMPES.
- Dr. Victoria González, scholar of Mexicali Campus, joined an inter-institutional and international team to publish an article about “Ethics, Social Responsibility, and University”. She is collaborating with colleagues of Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM) and Universidad of Cantabria, Spain.
- Professor Jorge Sosa, scholar at Mexicali Campus, participated as speaker in events of the American Council on Education (ACE) in Washington, D.C. and of the Hispanic Association of Colleges and Universities (HACU) in San Diego, California.
- With the purpose of strengthening the relationship with Central Ostrobothnia University of Applied Sciences of Finland, Dr. Carlos Rodríguez Rubio traveled to Kokkola, Finland to give various seminars about “Doing Business in Mexico”.
- Sistema CETYS Universidad was visited by Fabrice Hénard, researcher from OCDE, who presented the conclusions of the international study Assessment of Higher Education Learning Outcome (AHELO), which includes the analysis of 29 institutions of different countries in terms of educational quality.
- The President of CETYS, Dr. Fernando León García, participated in other activities of the OCDE including: the international conference entitled “Higher Education in a Changing World that Challenges Us to Do More with Less” held in Paris, France, an assessing visit about the quality in the education to the Universidad Oberta de Catalunya in Barcelona, Spain, and he was member of the group of experts that the OCDE has integrated for the compared project about quality in education.
- Dr. Scott Venezia Corral, two CETYS students, and the President of CETYS attended the XIII North American Congress of Higher Education “Innovation in the International Collaboration of Higher Education: Creating Opportunities in Times of Change” promoted by the Consortium for North American Higher Education Collaboration (CONAHEC) held in Houston, Texas.
- During 2010-2011 Dr. Fernando León García, President of CETYS, served as President of the Consulting Board of the Leadership Program of the American Council on Education, becoming the first president of a non-American institution to take office.
- In November 2010, during the session of the CONAHEC Council held in Calgary, Canada, our President, Dr. Fernando León García, was named new President of the CONAHEC Board for the 2011-2013 period.

c) Learning Community

The concept of learning community is related to the work of Peter Senge of “The Fifth Discipline” published in 1994 which deals with the organizations that continuously learn (“learning organizations”) and makes a call to the organization to unite in pro of improvement around the same purpose with a greater integration, interrelation and interconnection. While this is applied among universities to the academy and learning direct labor per se, for the purposes of 2020 CETYS the concept is understood and applied in a wider sense to the whole organization. Here some of the areas related to this concept that have seen progress during 2010.

Learning Assessment

CETYS Universidad reinforces the Assessment of the Institutional Learning since 2008 as an important effort to give response to the recommendations of the Western Association of Schools and Colleges (WASC), about the need to demonstrate the performance of the students and the relationship between what we institutionally offer and what students know or must be able to do. As part of this institutional effort, the Center of Academic Development and Improvement (CDMA), which supervises and coordinates the assessment efforts at an institutional level in Professional and Postgraduate.

By the end of 2010, two complete years passed carrying on this process each semester to assess the four Results of Institutional Learning (RAI) in an alternate way: Clear and effective communication in Spanish; continuous learning; critical thinking; and openness to cultural diversity.

- CETYS is one of the few institutions in Mexico that carries out Learning Assessment utilizing an Institutional Electronic Portfolio and integrating tasks revised by the teaching staff of the Institution.
- It has been done in 387 groups from professional and postgraduate studies in the three Campuses in all Schools.
- The percentage of the observance of the Annual Plan of Learning Assessment (PAMA) has fluctuated between 41% and 64% of the selected sample. This participation range is high compared to the one that occurs in North American universities.
- In 2010, there were 61 projects assigned to Learning Assessment. From these projects the written assignments and the research projects stand out.
- For the assessment of the openness to cultural diversity, in 2009-2 and 2010-1 the Cetys employees population was integrated, adding a total sample of more that 2,6000 professional and postgraduate students as well as administrative and academic staff.

Curriculum Development

The conditions of the environment of a higher education institution are so diverse that lead to the consideration, in its curricular revision cycle, of the formulation of its academic programs in competencies. On the one hand we have the demands of the employers who look for better prepared human resources, not only in the specific knowledge area of a profession but also in its application in concrete situations with a determined level of dexterity; which also implies the development of specific attitudes and behaviors.

In the revision process of the Institutional Educational Model (MEDI), it was found that the philosophical principles that guide the CETYS Education (integral education, person centered and his continuous learning, with a humanist approach, promoting values, considering science and technology at the service of mankind) are totally compatible with an education under the paradigm of the competencies, since this is also focused on integral development of the person looking for providing him with the necessary competencies to successfully confront situations, opportunities and problems in the social, personal, interpersonal and professional areas.

Since January 2009 CETYS High School has been in an evidence gathering process in its academic programs, through which it is intended to systemize the assessment instruments and to collect information about students performance. This model consists of the analyze and use of the assessment forms proposed by the competencies approach.

As part of the same effort, CETYS High School professors are currently studying a Competencies Diploma Course, which is coordinated by the SEP-ANUIES, as a requirement to coordinate the teaching-learning process of each one of the academic subjects corresponding to the Curriculum. To date, a high percentage of the teaching staff has concluded the course (Mexicali Campus 93%, Ensenada Campus 73%, and Tijuana Campus 69%) at the same time we already count with some certified professors (Mexicali 5, Ensenada 2 and Tijuana 1).

CETYS Universidad reinforced the Institutional Learning Assessment since 2008

Organizational Restructuring

With the objective of strengthening the key areas in the institution, favoring the development and execution of the objectives set in the 2020 CETYS Plan and searching for consistency and convergence among the three Campuses, at the end of 2010 the Presidency carried out a series of structural changes in the institution. These are the most important:

- The functions of an Administrative Vice-presidency and three Direction of Campus were ratified, as well as the Presidency supporting staff.
- In support to the Academic Vice-Presidency there will be three School Offices (Administration and Business School, Engineering School, and Social Sciences and Humanities School, each one of them integrating both bachelor and postgraduate programs) and a High School Headship in the state. The function of this four offices will be regulatory not operational.
- Each School establishes the regulation for the strategic direction of the existing schools in each Campus: the Engineering college of the Engineering School, the Administration college of the Administration and Businesses Schools; the Social Sciences and Humanities College of the Psychology School that offers programs in Tijuana and Mexicali, the Educational programs in the three campuses, the programs of Law in Tijuana and Mexicali and the General Formation Area; Middle Education in the three high schools. All the professors in the three campuses of each School and Middle and Higher Education, are integrated in a community in a virtual way.
- Each academic program is integrated in a learning community around a coordinating instance at a state level.
- This function of the Campuses Headships will be operative. To reinforce them in attention and academic support for students, there will be an Academic Office in each campus in function of its size and complexity.
- Regarding the appointment at a System level, apart from presenting the invitation and initiating the selection process of the Academic Vice-Presidency, it was determined that: (Image pg 36)

Regarding the Academic Vice-Presidency, the search process through a state collegiate group, resulted in the designation of Dr. Esther Mulnix, who will be part of CETYS starting on June 1st, 2011.

Parallel to the organizational re-structuring, it has been promoted that in an increasing way more structured and collegiate processes are done in the search of new directors in the Institution. An example is the Academic Vice-Presidency, previously mentioned, and the office of the Psychology School. More recently we have the Academic Office and the Library Office both of them from the Tijuana Campus.

Regarding the Academic Senate, during 2010 the labor of this representative group of the academy continued, being informed and consulted in a selected number of institutional initiatives including the 2020 CETYS and the revision of the teaching staff assessment, among others. At the same time, its operation was revised after a year of functions and currently there are different reforms, including its name, a more representative composition statewide and its structure. All of this with the intention of a more systematic and substantial participation of the professors in consults about transcendental academic and institutional matters. For the first time, the President of the Academic Senate was invited to participate in institutional ceremonies including the Presidency Swearing In and the Graduation Ceremonies in the three Campuses.

Organizational Communication

With the purpose of having well communicated and better coordinated directives at a state level, the Presidency has fostered periodical meetings of different groups. Among the others the following are highlighted:

- There are systematic reunions of the Presidency Staff, which are done on a weekly basis.
- The state leadership team (integrated by the Presidency Staff, the Offices of School/Higher Education, Offices of Campus, Academic Offices of Campus and other Directives with state functions) have meetings once a month.
- Every Office of Camus gathers with their main directives at least once every fifteen days.
- The Presidency has had reunions with student representatives at least once a semester.

The communication about the work developed in the institution, mainly of the teaching staff, is important. This is why in 2010 the Publishing Program keeps its development through three main areas: book publishing, the continuation of the editorial magazine and the creation of electronic magazines about student life. Besides, the Publishing Program is still considered as a space where the Mission of CETYS goes from “What it Must Be” to “Be”, and a stimulus for the academic cloister to research and publish.

- The Publishing Program was presented for the fourth consecutive time in the Guadalajara Book Fair, one of the most important of its kind in Latin America.
- The 21, 22 and 23 issues of Arquetipos were published; in them different articles written by CETYS professors were included as well as national collaborations of invited people that contributed with essay about the Bicentenary of the Mexican Independence and the Centenary of the Mexican Revolution.
- Regarding books, the following titles were published:
 - “Retratos neopoblanos” by Odette Barajas, from the Administration and Business School.
 - “Climatic Changes in Mexico: A Coastal and Marine Approach” by Dr. Isaac Azuz, from the Engineering School, who acted as coordinator.
 - “Memoirs of Many Suns. The Life of Mario Hernández Maytorena” by Professors Luis E. Linares and Raúl Linares, and Dr. Alberto Gárate, professors at the Social Sciences and Humanities School.
- This year three electronic magazines were developed.
 - The first of them was DOZ, elaborated by students from the Administration and Business College from Mexicali Campus, with a high visual content and well-written articles. Four issues were presented to the community and the comments received have been favorable.
 - JUZ magazine was introduced in the fall. It is elaborated by the Law School of Mexicali Campus.
 - In the same period of time Carpe Diem was introduced. This is a magazine coordinated by the high school students from Mexicali Campus.

During 2010 the Office of Institutional Communication started actions that strengthened the positioning of the university through work sessions about corporate image, internal communication, relationships with the media, among others. There were more than 2,600 CETYS news registered in electronic and printed formats inside the System of Institutional Communication, technological platform that integrates publishing, images and notes about the institution in the media. Also, we achieved presence in social networks such as Facebook, Twitter and YouTube. There were 4 Vocetys issues published with a print run of 45 thousand issues each, being this the most important information source for our student community according to recent studies. There were also 120 versions of the electronic Vocetys. All of this was carried out with the desire of keeping the community informed about the activities in the institution.

Alumni

CETYS Universidad alumni reflect the efforts of this educational institution to create quality professionals, capable of collaborating with their community and surroundings. In 49 years, this institution has given Baja California a total of 25,256 alumni to continue the development of the state. During 2010, 1,276 students from different programs at System level concluded their story.

It is important the linkage with the Association of Professional Alumni of CETYS (APEC) that continuously works in favor of the institution. During 2010 heading Ensenada APEC was Mr. Eduardo Gauna Campos; while in Tijuana Mr. Gerardo Amaro Galván led the efforts of this association. In Mexicali the selection process to replace the APEC directive board was carried out, resulting in Mr. Ernesto Femat Velázquez as its President. Different events took place in the three campuses with the objective that the alumni of this institution keep their linkage with the institution.

- In Ensenada took place the celebration of the 25th anniversary of the First Generation of Industrial Engineering, the Third Generation of Public Accounting and the Second Generation of the Bachelor in Business Administration. This campus was the venue of the Alumni Softball Championship and the Forum of Engineering Alumni and the Professional Development Workshop.
- In Tijuana the celebration of the 25th anniversary of the generation of the Bachelor Degree in Psychology took place. For the first time a reunion with the 1994 high school generation took place and the celebration of the tenth anniversary of the first generation of Digital Graphic Design Engineering.

- There were five anniversary celebrations of generation: High School 1980, Mechanic Engineers 1995, Business Administration 1970, Public Accountant 1970 and Industrial Engineers 1975. There were also with great attendance of alumni the II Tournament of Domino, the 4th Edition of the “CETYS Family Day” and the III and IV Soccer Tournament 7vs7 alumni.

In 49 years this institution has given Baja California more than 25 thousand alumni

d) Sustainability

To CETYS Universidad, sustainability refers to action that tends to generate a major awareness in environment preservation as well as everything that makes us act in a positive and structured way that allows us to perpetuate the ideals of an organization in a short and long-term basis.

In 2010 scholarships and discounts for over 152 million 558 thousand pesos were granted.

Raising Awareness About Environment Conservation

Based on the previous information, this section includes a selected sample of activities performed by CETYS in terms in environment conservation:

- Dr. Isaac Azuz Adeath, outstanding scholar at Ensenada Campus, published a book on this topic as it was previously mention in this report. He also taught a lesson at Universidad Politécnica de Catalunya in Barcelona, Spain, in the Masters Degree course about Coastal and Marine Engineering and Management through the European program Erasmus Mundus.
- A group of student from Mexicali Campus, thought of and implemented a program named Recicali, which has contributed in an important way with thanks to the recycling measures promoted in the community.
- To raise awareness about a more efficient use of automobiles in benefit of a better air quality, as well as to reduce the occupation in parking spaces, Ensenada Campus implemented the ecological program “CETYS Carpool”, in which students that share their vehicles with two or more classmates get a special place in the parking lot.
- Students of Mechanical Engineering, Graphic Design, Engineering of Mechatronics and Psychology at Tijuana Campus, collaborated in a project whose objective was to generate and prove the effectiveness of new educational strategies to transmit the knowledge of the use and benefits of alternate energy sources.
- On the International Day of Climatic Solutions, students of the Administration and Business School Ensenada Campus congregated more than 700 students, professors and employees to raise awareness about the situations that affect our planet.
- The three CETYS Schools, Administration and Business, Humanities and Engineering, are analyzing the best way to incorporate the concept of sustainability into their programs.

Financial Sustainability

CETYS Universidad as an organization in search of continuing its Mission of preparing people, makes great efforts to achieve financial sustainability. Here we report the 2010 most relevant financial data:

- There was a total income of 354.2 million pesos. This represents a 4% increased compared to last year’s income.
- 78% of this income comes from the tuition of the three school levels, which increased by 3.3%.
- Continuous Education, Language Center and Technicians School represented 13% of the income, reflecting an increase of 14.5%.
- The percentage of income for infrastructure development support campaigns was 9% of the total amount. There were great advances in each one of IENAC Chapters, establishing more solid foundations for the launching of the CETYS 2020 Campaign.

Scholarships and Educational Credit for Talent Development

One of the greatest efforts made by CETYS Universidad is to obtain resources to provide financial support to those talented students so they can continue their academic preparation. For this reason, continuing with the essential line of this institution of offering quality education without having economical impediments, in 2010 scholarships and discounts for over 152 million 558 thousand pesos were granted, representing 37.7% of the total income for the concept of tuition. Baja California Government support deserves a special recognition because thanks to the 15 million 600 thousand pesos granted, 558 scholarships were provided helping talented citizens to study at CETYS Universidad.

Educational credit is another support that combined with the scholarships, has contributed to the fact that now hundreds of students are professionals committed to their community.

- 14% of the student population of Professional attended classes supported by this financial benefit.

- The financing given increased to 7 million 469 pesos that help to support 364 students. In this situation there were new instruments that benefited students:

- 15 educational credits were granted thanks to the Santander Financing Programs for Higher Education (FINES), derived from the union between Santander and Nacional Financiera (NAFINSA) and FINES.

- 87 credits were given to CETYS students through Baja California Educational Credit Institute (ICEBC).

CETYS Universidad continued offering economical help 8 of every 10 students, considering scholarships supports and educational credit.

CETYSorteo Millonario

Advancing Towards its Goal

The keepsakes done by the institution twice a year have the objective of collecting funds so that students can have a scholarship. This year the goal was 100% completed in both editions, since all the tickets were sold. The main prize was 6 million pesos. Besides:

- Mrs. Luz America Valenzuela Ramos, Mexicali resident was the winner of the 61 edition with the ticket number 142114 and Mrs. Lenora Pecasso from Ensenada was the winner of the 62 edition with the ticket number 127417.

- With the total sale of the tickets there was a 29.5% remainder.

Reinforcing the Physical Structure

During 2010, the total investment in infrastructure was of over 27 million pesos. Here we present some of the most important actions in each campus.

In Mexicali Campus, stand out actions that include the habilitation and rent of classrooms after the earthquake and the adaptation of spaces. The construction of the Chemistry Lab, the shoring of the High School and Professional buildings, the campus forestation, the lighting of the Soccer Field, coverage and access to wireless network, purchase of book collection and continuity to the equipping of the professors computer laboratories.

In Tijuana Campus, stand out works and improvements such as the remodeling and expansion of the Library Luis Fimbres Moreno. Equipping of portable and desktop computers for teachers, installation of air conditioning apparatus in two laboratories, improvement to the sports areas, construction of a pedestrian ramp, construction of stairs to access the South side of the campus, acquisition of software licenses, acquisition of utilitarian cars for the support of professor mobility and the purchase of book collections.

In Ensenada Campus there were improvements and equipping of the Professional Building rooms to be used by Postgraduate studies. Equipping of the community library and the students Computer Science Laboratory as well as of the Chemistry Laboratory of the DAT Building "Luis Fimbres Moreno".

Singular was the earthquake occurred on April 4, 2010 and its impact on Mexicali Campus. These are the actions taken after the earthquake's repercussions:

- During the first two weeks after the earthquake, it was necessary the conditioning of temporary classrooms in all the physical spaces in the campus.

- 32 mobile classrooms were rented for a 6-month period. These classrooms were used for high school classes in the mornings and Higher Education classes in the evenings.

- It was necessary to develop infrastructure to prepare this classrooms so there was a terrain platforms habilitation, creation of roads network, telephone and electricity installations. Central and hall shades were built as well as restrooms and a cafeteria.

- Once concluded the lease contract of the mobile classrooms, IENAC approved the acquisition of a total of 20 modules, that apart of hosting 32 classrooms they also include professors cubicles and the Main Office of High School.

- The construction of the Chemistry Laboratory was started with an investment of 18 million pesos.

