



Activities Report 2010-2011

Universidad de las Américas Puebla



UDLAP®

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Message from the Chancellor

In this third activities report, once more I want to thank the support of all the university community. It's an honor for me to participate in the joint effort with those making up this community in the achievement of our objectives- to make the UDLAP the best university in Latin America. It is highly positive to look back at the achievements of our university in the past twelve months, which have been hard due to both the complicated national economic situation as well as the security conditions that have strongly deteriorated in several locations of our territory.

Even though hard, these twelve months have confirmed a positive change that we started in the year 2008. Our academic, cultural, sport and financial achievements allowed us to demonstrate that we are a university that is outstanding in all the aforementioned aspects. We have innovated and economized in all our activities, and encouraged our faculty to consolidate such goals that we all have – you and ourselves – today as our main duty as educators. Such tasks make us worthy, since now more than ever education is the main tool for Mexico to be free of poverty, slow growth and lack of security that prevails currently.

Despite the good signs, the 2011 arises as another complicated year for our community. The international events of the last days present a difficult panorama that will affect our economy. The activities of the organized delinquency in our country will keep on creating uncertainty in regard to the economic development that Mexico will achieve in the period previous to the presidential election of 2012. However I am strongly convinced that just as it happened in the 2010 – 2011 period, results of the next twelve months will exceed those obtained in the year that is ending. I am convinced because I have witnessed throughout the 36 months of work that we have jointly lived, the pride that we all feel in being members of the UDLAP community, pride, which has allowed us to exceed the objectives established in our program “Quality with heart” in favor of our students and their parents. Without the work performed jointly by all of those who make up the UDLAP community, the outcome that is presented below would have been impossible to reach.

Dr. Luis Ernesto Derbez Bautista
Chancellor

I. Academic Quality

During 2010 the Universidad de las Américas Puebla (UDLAP) remained the point of reference in the region as a result of the quality of its academic programs and graduated students.

Our teaching-learning model remains at the forefront of education innovation and technology, which obligates us to continuously review the Curricula in order for our graduates to encounter the globalization challenges with critical view and social responsibility.

Academic Programs

The UDLAP is fully accredited by the Southern Association of Colleges and Schools (SACS), and in May 2010 the *Federación de Instituciones Mexicanas Particulares de Educación Superior, A.C.* (Mexican Federation of Higher Education Private Institutions) (FIMPES) also granted full accreditation to our institution.

In regard to Bachelor's Degree Academic Programs, the UDLAP has the following accreditations:

- From the *Consejo Mexicano de Acreditación de Arquitectura, A.C.* (Mexican Council of Accreditation in Architecture) (COMAEA) for the Bachelors Degree in Architecture.
- From the *Consejo de Acreditación de la Enseñanza de la Ingeniería, A.C.* (Accreditation Council for Engineering Teaching) (CACEI) for the Curricula of Food Engineering, Industrial Engineering and Electronic Engineering and Communication.
- From the *Consejo Nacional para la Enseñanza e Investigación en Psicología, A.C.* (National Council for Psychology Teaching and Research) (CNEIP) for the Bachelors Degree in Psychology.
- From the Institute of Food Technologists (IFT) of the United States of America for the Food Engineering Curriculum.

Additionally, the Bachelors Degree in Medicine is currently in the process of being acknowledged by the *Asociación Mexicana de Facultades y Escuelas de Medicina, A.C.* (Mexican Association of Medical Schools) (AMFEM), and soon an agreement with the *Consejo para la Acreditación de*

Programas Educativos en Humanidades, A.C. (Accreditation Council for Humanities Education Programs) (COPAEHUM) for the Bachelors Degree in Literature, Humanities and Art History.

The remaining academic programs of Bachelors Degree are in the process of accreditation or certification before the national and international organism recognized for each of the majors.

In regard to postgraduate studies- all of our PhD Programs are registered in the *Padrón Nacional de Posgrado de Calidad* (National Registry of Quality Postgraduate Studies) (PNPC), which ensures the academic quality under strict standards set out by the *Consejo Nacional de Ciencia y Tecnología* (National Council of Science and Technology) (CONACYT). As of today nine of our Masters Degree Curricula are registered at the PNPC and six further programs will be presented to confirm membership to such Registry, this reflects our interest for continuous improvement of the university and its commitment to academic quality.

Employers and faculty of the best universities in the country value the UDLAP because of our quality Curricula. In the last regional survey published by the *Reforma* newspaper, of a total of 8 assessed programs, 5 of our Bachelors Degrees obtained the first place and 2 obtained the second position in the academic majors. On the other hand the ranking at national level published by the *El Universal* newspaper, faculty of Mexican Higher Education Institutions consider our faculty as the second best in the republic, and those employing postgraduates from all Mexican Universities classify the UDLAP as the best university in the country. In regard to postgraduate studies level, we obtained the fifth position in the ranking published in February by the *Expansión* magazine for the best MBA's in Mexico. This classification was obtained thanks to our robust academic programs, our faculty, and close contact with other corporations.

These acknowledgments give proof of the quality of UDLAP at national and international levels, and at the same time they force us to maintain excellency in the teaching activities, and learning process of our students.

In the year 2006 the Quality Enhancement Plan at Bachelors Degree level was implemented. To be able to assess the impact of this program in the learning process of our students, several

studies have been carried out and based on the results strategies to improve them are continuously designed.

We also have defined a new institutional graduation profile, which has resulted in the review of our Curricula with the intention to strengthen the competitive advantages of the institution, improve efficiency, adjust the academic programs to the conditions required in the future, and implement a modern assessment and continuous improvement system based on the analysis of the learning outcomes.

The Curriculum review that is currently taking place is based on a view that adjusts to the actual times and involves –among other things- the introduction of general courses and an education model based on competencies (learning outcomes). In light of the aforementioned, the new Curricula shall be designed in such way as to provide students a solid professional formation including the necessary abilities to successfully enter the work market in any part of the world. This professional formation shall be accompanied by good integral education and a strong sense of justice to the benefit of our students and society in general.

These actions shall allow us to fulfill the expectations of our students and respond to the needs of a globalized world, as well as not only maintain but to improve the education quality that has distinguished the UDLAP throughout its history.

Distance Learning

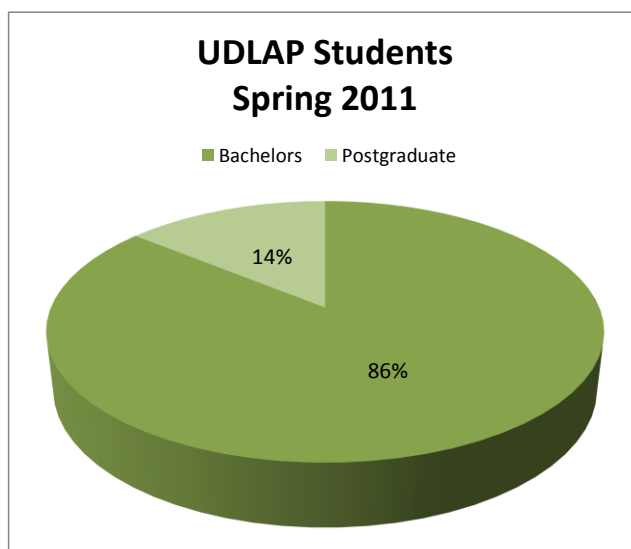
For our distance learning programs all of the teachers have an academic degree and we are currently working on redesigning and adjusting the courses under the market leader platform of Blackboard 9.1. This platform provides to more than 1,300 registered students in this type of program and to approximately 130 teachers, the best existing tool available to access, navigate and format courses offered by the university.

Enrollment

Despite the economic situation that prevailed in the country during the year, the enrollment is stable and even more new students are interested in our academic offerings, this is reflected in a 1.3% and 0.4% increase in the number of students during the fall 2010 and spring 2011 periods, respectively.

Our scholarship program is another example of UDLAP's interest in having students with high academic levels, and at the same time support parents of the university community. In the fall 2010 semester the number of scholarships granted increased 10% in comparison to the previous semester, and currently 42% of our students have some type of scholarship.

These actions make the matriculation process more attractive for students of in-state and out-of-state high schools, which are commencing university studies. Our event named ExpoUDLAP has allowed us to attract to the university campus around 12,000 visitors in Spring 2010 and 10,000 in Fall 2010. This year the ExpoUDLAP expects to surpass the number of visitors in the past years and will allow students and parents to visit our campus and participate in the academic, sports and cultural activities prepared by the faculty and administrative personnel.



With more than 7,000 students, of which 86% correspond to Bachelors Degree and 14% to postgraduate studies, we will keep on working to offer academic programs according to the current reality of the national and international community.

International Students

In order to build a diverse student environment it is necessary to incorporate foreign students into the university community. Therefore the international office has the objective to consolidate the internationalization offers for the UDLAP community as well as helping foreign students to achieve the expectations of the international work market through academic programs, strengthening relations, and signing agreements with universities such as the University of Queensland (Australia), the American University, the Washington Center and Rice University.

Additionally we have restructured our summer program for foreigners with the intention to have a more dynamic and attractive product that offers the experience of discovering and exploring Mexico by means of a cultural, linguistic, and academic immersion at the UDLAP. In this new scheme foreigner students shall be able to take Spanish courses as a second language as well as carry out some type of community service or social experience during their stay at the UDLAP, in conjunction with weekend recreational trips, day trips, and participation in a cultural program, which includes artistic and cultural workshops.

With the implementation of these actions enrollment of international students for Bachelors Degree and postgraduate studies shows an increase, despite of the current conditions of the country in security matters.

Foreign students at UDLAP	
Spring 2009	200
Fall 2009	190
Spring 2010	198
Fall 2010	137
Spring 2011	191

Academic Quality Support

Quality of our academic programs for Bachelors Degree and postgraduate studies is strengthened with modern infrastructure, and high technologies at the disposal of our students and faculty to back up the teaching-learning process.

Bibliographic Resources

As part of the maintenance and renovation program of our university, the *Centro Interactivo de Recursos de Información y Aprendizaje* (Interactive Center for Information and Learning Resources) (CIRIA) made improvements in furniture and reading spaces totaling more than \$5 millions pesos to provide users a location according to their actual needs.

In the year 2010 approx. \$8 millions pesos were invested to renew electronic and printing resources, and to acquire nearly 3,000 new books. The number of electronic books increased to 12,238 titles, which positions us among the best academic libraries in Mexico.

In the period January–December 2010, 49,279 books were lent of which 26,247 were lent through the self-service. 7,824 books were registered and introduced to the collection, and 874 books were lent between libraries. The CIRIA recorded more than 311,437 users and in the period December 2010 to February 2011 its website received more than 21,000 visitors.

The xmLibris software program designed by personnel of CIRIA for the administration and visualization of the digital collections, as well as the development of a study methodology, and registry of book-fire mark prepared in conjunction with the *Benemérita Universidad Autónoma de Puebla* (Autonomous University of Puebla), together both offer a Collective Catalog that aspires to become a national catalog that represents a library science tool at the disposal of librarians, researchers or any other person who has a book with a fire mark and wishes to know its origin.

Additionally in the year 2010 the CIRIA became a “Beta Institution”, to start-up and assess the testing service of Ebsco Discovery Service (EDS), which is made up of a collection of locally indexed metadata to create a unified index of the information resources contracted by CIRIA.

Technological Resources

Investment made in our technology platform allows us to offer infrastructure and cutting edge services to the university community.

The classrooms are fully equipped with computer, projector and speakers. We have three macro computer rooms with more than 370 installed computers and training rooms with 600 units covering different technology platforms. Moreover we have multimedia rooms equipped with electronic boards, LCD screens, videoconference equipment, audio system, document camera, and air conditioning.

Total coverage with wireless net on campus, and Internet access in all classrooms allow us to incorporate information technologies to the teaching methodologies, by making use of the Internet in the search and presentation of teaching resources in real time.

Laboratories

With the support of *Volkswagen de México* the *Centro de Competencias en Eléctrica y Electrónica Automotriz VW-UDLAP* (Competency Center for Vehicle Electrical and Electronic Systems) started operating. Also the Laboratory for Communication and Signal Processing was installed, and the UDLAP Laboratory for Asphalt Mixtures was opened with contributions of the corporations *SEM* Materials, *Quimikao*, and *Dynasol*.

At the same time in the UDLAP Interactive Technology Laboratory a multi-tactile table and board were installed to support research in the area of interactive surfaces, by means of an agreement with the *Instituto de Tecnologías Avanzadas de Información* (Institute of Advanced Information Technologies) (ITAI).

Academic Achievements

Our students are the clearest reflection of the academic quality of our institution, and therefore we acknowledged their efforts, perseverance, and academic outcome by granting the distinction “UDLAP Scholar” to students with the best academic GPAs in their School at Bachelors Degree level and to the best GPAs for postgraduate studies.

UDLAP Scholars 2010-2011**Ana Edurne Bilbao Yarto**

Bachelors Degree in History of Art
School of Arts and Humanities

Augusto Herrera Coca

Bachelors Degree in Pharmaceutical
Sciences
School of Sciences

María del Carmen Rodríguez Ordoñez

Bachelors Degree in Law
School of Social Sciences

Denisse Bender Bojalil

Bachelors Degree in Food Engineering
School of Engineering

Karla Berenice Ríos Morales

Bachelors Degree in Finance and
Accounting
School of Business and Economics

Álvaro Lara Juárez

Masters Degree in Fiscal Law
Postgraduate studies

We also acknowledge and share the **achievements of our students** in each of the Schools:

School of Humanities and Arts

Students of the Bachelors Degree in Visual Information Design participated in the production of more than 100 different illustrations in relation to the State of Puebla for the May 5th special Lottery draw. This project was promoted by the State Government in collaboration with the National Lottery, which consists of a traditional Mexican Lottery with 400,000 game cards distributed at national level.

In the 2010 Virtual Workshop of the Americas 2010, organized by Ball State University, students of the Bachelors Degree in Architecture, and Interior Architecture received a honorary mention for the work they presented for the design of a Tourist Hotel & Spa to be located in a land plot in Key Largo, Florida.

Participation of students of the Bachelors Degree in Dance at the 2010 Dance Ability Teacher Certification must be also pointed out as part of the ImPulsTanz in Vienna, as well as the 2010 American Dance Festival, and the exhibition “Movement and Permanence” organized by the *Instituto Municipal de Arte y Cultura de Puebla* (Municipal Institute for Arts and Culture of Puebla).

School of Science

Esteban Morales Murillo obtained the Bachelors Degree in Nanotechnology and Molecular Science, becoming the first graduate of this program in Latin America. He has participated in research projects at the Massachusetts Institute of Technology (MIT), as well as at the College of Nanoscale Science and Engineering in Albany, New York. He is the Chairman of the important student association “Academia Universitaria ARX”, and is ready to study next August the Masters Degree in Materials Science and Engineering at the King Abdullah University of Science and Technology in Saudi Arabia.

Currently students of the Bachelors Degree in Nutrition Science participate in the integral program to promote health with the intention to control and prevent obesity problems among the workers of the company named Sabormex. This initiative is an answer to the Program for Obesity Prevention and Control promoted by the Federal Government that has the purpose of creating a model, which can be implemented in other corporations.

School of Engineering

For the fifth time the Jaguar UDLAP Racing Team composed of students of Mechanical Engineering and Industrial Engineering won the “2010 Electratón” championship, sole motor vehicle sport event in electric matters in Mexico that allows young students to practice the knowledge obtained in class and laboratories.

The UDLAP wastewater treatment plant started to operate with the collaboration of students and faculty of the Department of Chemical, Food, and Environmental Engineering. A wetland area was built and is operating in order to complete treatment of wastewater, and it supplies water to the irrigation network. Additionally the necessary equipment for water analysis was acquired, and we already have a complete laboratory for all the activities related to waste water treatment.

School of Social Sciences

The team made up of four students of the Bachelors Degree in Law won the second edition of the competition “Desafío Jurídico 2010” organized by the Supreme Court of Justice of the Nation, competing at the end against the *Universidad Autónoma del Estado de México* (Autonomous University of the State of Mexico). Our students’ performance was impressive and impeccable; they showed great technical knowledge, and academic mastery of each and all of the subjects, as well as a very intelligent strategy during the competition.

School of Business and Economics

With participation of a multidisciplinary team, we obtained the third national rank in the Investment Analysis Global Challenge organized by the Chartered Financial Analyst Institute (CFA Institute), competing against postgraduate students of other institutions. Our students worked as financial analysts during several months, and they investigated a company by weighing the market transactions to present an investment proposal.

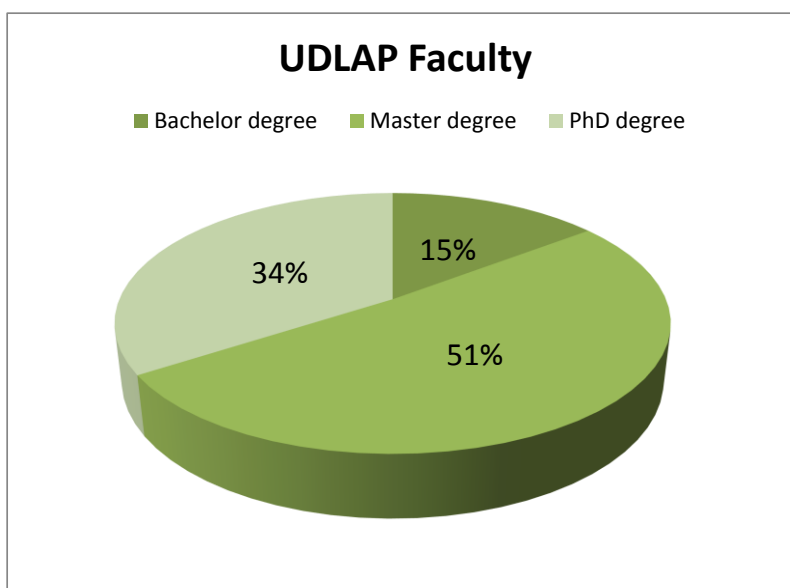
Our students of the Bachelors Degree in Culinary Arts had an outstanding participation in the Third Student Cup “Copa Estudiantil Vanguardia Gastronómica”, which was held as part of the Congress “Fusión México 2010”, and “Expo Gourmet 2010”, where they obtained the third position among thirty teams that participated.

II. Excelent Faculty

Faculty

In the year 2010 we increased 8% our faculty staff in comparison to the previous year. We currently have 621 faculty teaching Bachelors Degree and postgraduate studies, of which 45% are full-time teachers. Among our part-time teachers, participation of artists and professionals recognized for their activities in the social, managerial, and governmental sectors.

In regard to the academic degrees of our faculty, 34% have a PhD degree in their specialty, 51% have a Masters degree, and only 15 % have a Bachelors degree.



With the intention to assess performance of our faculty staff and satisfaction level of our students, we have established criteria and mechanisms to assess faculty with the purpose of strengthening the teaching-learning process. This assessment system includes the application of student surveys, peer opinions, and the opinion of the Chief of the Academic Department.

During the Spring 2010 period 94% of the courses offered were assessed with a 72% response percentage. In the Fall 2010 Semester, 1,666 courses were surveyed -which represents 95% of

the total offering- and we obtained a 79% respond percentage, and an evaluation average of 4.49 in a scale from 1 to 5.

As part of the integral assessment system, starting from Fall 2010 we will annually grant the distinction “Compromiso con la Educación” (Education Commitment) to the best assessed teachers of each of the schools. This award acknowledges the results obtained in the student surveys; number of courses given; faculty performance in his/her academic department; research, extension, counseling, and support activities to the UDLAP community.

2010 UDLAP Education Commitment

Ray Eliot Schwartz, M.A.

School of Arts and Humanities

Laura Verónica Plá, PhD

School of Sciences

Patricia Plunket Nagoda, PhD

School of Social Sciences

Rafael Cedeño Rosete, PhD

School of Engineering

Luis Felipe Luna Reyes, PhD

School of Business and Economics

To reinforce our faculty performance since 2005 the UDLAP has implemented a Faculty Update Program, which originally commenced to support the Quality Enhancement Plan that was an accreditation requirement of SACS. The program has developed during the last 5 years through the offer of workshops and courses with the purpose of continuously improving teaching.

Faculty Achievements

Prestige of an education institution depends -to a large extent- on its faculty. Therefore at the UDLAP we are proud to share the **achievements of our faculty**.

Awards, acknowledgments, conferences, publications, and research projects are examples of the active participation of our teachers nationally as well as worldwide. This strengthens the standing of the UDLAP as a quality institution with academic excellence.

Scientific Diffusion And Divulcation UDLAP 2010	
Articles without arbitration	16
Indexed articles	80
Articles with arbitration	86
Lectures at congresses	270
Books (author)	13
Books (editor)	46
Book chapters	62

III. At the Forefront of Research

To meet the scientific and research needs, the UDLAP promotes the development of programs to widen the frontiers of thinking, art, and technology through applied investigation linked to national and international corporations.

Of all full-time teachers, 53 of them belong to the National Researchers System of CONACYT in different categories.

Faculty registered in 2010	
Researchers LEVEL C	5
Researchers LEVEL I	34
Researchers LEVEL II	11
Researchers LEVEL III	3
TOTAL	53

With the active participation of our researchers in inter-institutional projects and the agreements and programs of academic exchange and research with national and international institutions that UDLAP has consolidated, we are the point of reference in the region in matters of research and development.

Research Projects

The Academic Vice-Chancellor's office has currently 102 registered research projects in the Researchers Registry. These projects cover research in different areas of knowledge, and some of them are carried out with the collaboration of researchers from other institutions, national as well as foreign. 44% of such projects receive external resources from CONACYT, the State Government, the private sector, as well as national and international foundations.

Project	Description
School of Humanities And Arts	
The body as landscape. The landscape of the body.	<p>Symbolism and metaphor that through the handling of sculptural elements use the body as landscape, and at the same time, within its own characterization they transform it into landscape.</p> <p>Artistic creation project performed by Joaquín Conde García, Department of Arts, financed by <i>Fondo Estatal para la Cultura y las Artes de Puebla</i> (State Fund for Culture and Arts of Puebla)</p>
Body Mind Movement Research Associate Fellowship in the Field of Somatic Movement Education and Practice.	<p>Experimental research about somatic movement education. It explores cultural specificity and their impact on the creation and practice of spatial dynamics, gender identity, hap-tic tendencies, and material conditions of somatic practice.</p> <p>Project carried out by Ray Eliot Schwartz, Department of Arts, financed by the Center for Body Mind Movement.</p>
School Of Science	
Cloning, characterization and application of enzymes in the synthesis of biofuel: Biocatalysis by using free and immobilized enzymes on nano supports.	<p>To obtain efficient bio-catalytic converters able to transform forerunners in bio-energetic compounds. Cloning, characterization, purification, and modification of the stability, and catalytic properties involved in the synthesis of biofuel.</p> <p>Project carried out by José Daniel Lozada Ramírez, Department of Chemical and Biological Sciences, financed by CONACYT.</p>
Population distribution of <i>Jatropha curcas</i> (flowering plant in the spurge family), <i>Ricinus communis</i> L (castor oil plant) and <i>Thevetia peruviana</i> (evergreen tropical shrub or small tree) in Puebla, and their use to produce bio diesel fuel.	<p>To obtain bio diesel fuel from oil extracted from species, which growth is favored by the climate in Puebla, taking advantage of the State regions that do not make a significant contribution to the production of basic foods.</p> <p>Project performed by Eugenio Sánchez Arreola, Department of Chemical and Biological Sciences, financed by CONACYT-FOMIX, and the Government of the State of Puebla.</p>

School of Social Sciences

Battle of the invisible workers

Documentary presenting undocumented cleaning workers in California that worked for some commercial chains, their exploitation, labor risks, and how the complaint dispute was won to recover outstanding wages.

Project carried out by Manuel De Alba y del Castillo Negrete, Department of Communication Science, financed by Arte, Música y Video, S.A

Program Development Grant.

Analysis of Canada as contemporary country. In particular subjects related to the border, security, and immigration management in North America analyzed. The research and related activities will be based on two publications named: North American regionalism from a Gender perspective, and Climate Change Implications for Canada and Mexico.

Project performed by Marianne Marchand, Department of International Relations and Political Science, financed by the Canadian Embassy in Mexico.

Foundations for an integrating strategy in the use of TIC in rural areas. Study cases, and systematization of good practices.

Study cases of teachers that in an integrating strategy incorporate the TICs as learning purpose in the formal education system of TV- distance learning (junior high). Analysis of the cases shall be made through systematization of practice, which requires participation of the individuals in the reflection, analysis, and socialization processes in connection to the topics learned.

Project carried out by Laura Helena Porras Hernández, Department of Education Sciences, financed by SEP-SEBYN.

School of Engineering

Design of coupled systems for the conventional / unconventional treatment of water contaminated with hydrocarbon in the Municipality of Poza Rica, Veracruz.

Use of conventional treatment processes with unconventional processes to reduce concentration of toxic chemical substances present in waste waters, allow a biological treatment to complete decontamination of the system, and obtain water with adequate quality to be re-used or discharged to the environment.

Project performed by Erick Roberto Bandala González, Department of Civil and Environmental Engineering, financed by FOMIX, and the Government of the State of Veracruz.

Alternatives to optimize performance of absorbent materials used in absorbent disposable articles.

Tests with different natural absorbent materials that allow optimal absorption for diapers.

Project carried out by Aurelio López Malo Vigil, Department of Chemical, Food, and Environmental Engineering, sponsored by the corporation named Mabesa.

Interactive surfaces as support for innovation processes (SIPI).

Research of methodologies and innovation models to find opportunities for the use of natural interfaces based on mono-tactile and multitactile interactive surfaces.

Project performed by José Alfredo Sánchez Huitrón, Department of Computer Science, Electronics, and Mechatronics, financed by *Corporación Universitaria para el Desarrollo de Internet* (University Corporation for Internet Development) (CUDI).

Development of a technological platform for innovative processes.

Redefinition of concepts of the NEUERUNG platform by observing users of prototypes that allow integrating graphic and textual elements in the user interfaces to support the early stages of holistic innovation. Project carried out by José Alfredo Sánchez Huitrón, Department of Computer Science, Electronics, and Mechatronics, financed by CONACYT.

<p>Design, development, and manufacturing of an electric and mechanical dynamic dummy to evaluate the design features and function of disposable diapers.</p>	<p>Development of a dummy to test absorbent diapers, establish improvements and modifications for a better design of absorbent diapers.</p> <p>Project performed by José Luis Vázquez González, Department of Computer Science, Electronics, and Mechatronics, financed by Mabesa.</p>
<p>S2EUNET (Security, Services, Networking and Performance of Next Generation IP-based Multimedia Wireless Networks).</p>	<p>Program to increase scientific competence of the participating institutions in the field of mobile systems of new generation and wireless networks to reach reliable, safe performance in multimedia services.</p> <p>Project carried out by José Luis Zechinelli Martín, Department of Computer Science, Electronics, and Mechatronics, financed by FP-7.</p>
<p>School of Business and Economics</p>	
<p>Price Models with complete information (MPIC): Strategies of TIC to promote local and regional development.</p>	<p>Explore what types of Public policies and investment strategies to promote the extension of MPIC distribution networks, facilitating the formation of PYMES, increase the cash flow of small producers, and a greater marginal contribution to local production systems.</p> <p>Project performed by Luis Felipe Luna Reyes, Department of Business Management, financed by CONACYT.</p>

Interaction with the productive sector has allowed us to develop synergies between industry and the UDLAP to increase applied research projects. Works carried out with Mabesa, Empacadora San Marcos, and proposals presented at FOMIX sessions –among others- made possible that research performed at the UDLAP contribute to the solution of problems in the region, besides strengthening the formation of human resources trained in such subjects.

In the latest CONACYT sessions to promote technological development (PROINNOVA, INNOVAPYME and INNOVATEC) projects were jointly presented with nine corporations in the categories technological development and innovation.

UDLAP Research Centers

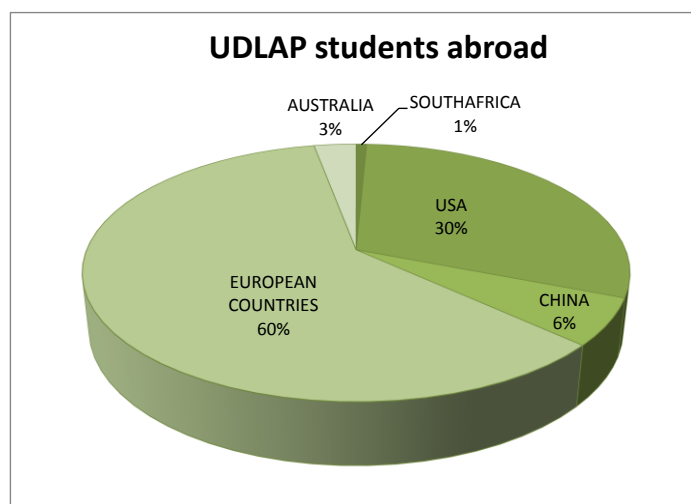
As an example of the research commitment of the institution in the past month of July the *Centro de Investigaciones Jurídicas UDLAP* (UDLAP Center of Judicial Research) (CIJ) was created, third in its type in Mexico, whose main function is to research and analyze the main problems existing in Puebla and the region in law matters. The CIJ will promote and perform research in diverse judicial topics, and problems faced by society. The CIJ has a Consultation Board, which currently is presided over by Jorge Carpizo McGregor, PhD.

Likewise as of October 2010, the *Centro de Investigación de Empresas Familiares UDLAP* (UDLAP Research Center for Family Enterprises) (CIEF) started to operate in collaboration with the company PricewaterhouseCoopers with the intention to develop research projects and academic activities, besides providing counseling and training with the intention to actively contribute in the development and consolidation of family enterprises in Mexico.

IV. Integral Education and Multicultural Environment

One of the distinctive features of the UDLAP is to integrate cultural, artistic, and sports activities, as well as technical and professional knowledge throughout the academic permanence of our students in the institution. Therefore we center our efforts in offering extracurricular activities that cover the interests of the student community without letting behind programs that pay attention to priority topics, and develop in the student a sense of social responsibility towards his/her surroundings.

Integral education comprises internationalization; therefore it is necessary to integrate a greater number of foreign faculty and students to our university community through cultural and artistic exchange programs, and other modalities of education collaboration. We have also widened our offerings of language programs, and professional practical training abroad, thus reinforcing even more the relation with prestigious universities and institutions.



Student Programs and Activities

Our student programs have the purpose of supporting students in their integration to the university, and during their time with us to promote development of cultural, sports, and education

support activities, as well as to favor spaces for coexistence and social integration where leadership qualities and team work can be developed.

We have companion programs, which facilitate the adequate integration of students to the university life, and give attention to the academic and personal growth by means of tutorship and/or counseling. Psychological, academic, and vocational counseling are complementary support activities with the goal that students remain in the university and prevent risky behaviors. The UDLAP tutorship program, which is the first of this type in the country, is based on the collaborative learning, and has an impact on failing and retention indexes.

Each day the artistic and sports workshops show greater participation of the student community and represent expression spaces where multiculturalism is promoted when integrating international student as well.

Trips to diverse regions of the country, visits to enterprises that support the academic work, as well as participation of students by means of the Student Council (CEUDLAP) and its registered organizations, which help the community and promote social responsibility are examples of the quality of our institution and students.

Aztecas UDLAP

Development of a quality cultural and sports program started bearing fruit, and now teams representing our university are among the best at national level in the sports established by the institution as priority. To a higher degree presence of such teams in competitions as well as regional, and national events is acknowledged.

Sport Achievements

In the year 2010 the UDLAP hosted the national championships of the *Comisión Nacional Deportiva Estudiantil de Instituciones Privadas* (National Student Sports Commission of Private Institutions (CONADEIP) for men's football (soccer), men's volleyball, men's basketball, taekwondo, and chess.

The athletics team had a great performance in the national championships of CONADEIP, with the men's team taking second place, and the women's team taking third place. The baseball team qualified for the regional games of the *Consejo Nacional del Deporte de la Educación* (National Sports Council of Education) (CONDDE), becoming the undefeated champion, thus qualifying to the National University Championship in the city of Chihuahua, where the team took seventh place at national level.

In men's volleyball the UDLAP team achieved second place in the second league, and the women's team had a great participation in the National University Championship, obtaining the second national place within the CONDDE league with participation of the best public and private institutions of the country. 2010 was a successful year for basketball, the men's team took third national place in the Premier League, and the women's team achieved second place in the CONADEIP national championships, and second place in the National University Championship of the CONDDE league.

The American football team "Aztecas" won the crown as the first champions of the Premier American Football League of CONADEIP. Sixteen Aztecas composed the team that represented Mexico in the Stars Super Bowl when the successful season was over.

The men's football team took fifth general place in the CONADEIP National Championship, and the women's team, the Aztecas, won third position in football, and second place in fast football. The team is proud to have Stephany Mayor, and Liliana Mercado, members of the Mexican Women's National Team that obtained the sub-championship in the women's pre-world championship of the *Confederación de Fútbol Asociación del Norte, Centroamérica y el Caribe* (Confederation of Football Association of Central America and the Caribbean) (CONCACAF).

The team representing women's tennis has obtained third place and the men's team the eighth place in the national ranking. Our taekwondo team participated in two national CONADEIP championships obtained the second place in both sports, the first place in men's combat, second place in the final men's board, and fifth in women's.

Cultural Achievements

Students of diverse subjects, with the support of teachers, represent the UDLAP with a magnificent cultural program that brings closer together the link between our institution and the society and its surroundings.

Among the achievements of the cultural teams representing our institution it is worth mentioning the presentations of the “Symphonia UDLAP” Orchestra in the 66th Graduation Ceremony and Bell Concert. Together with the Folkloric Ballet “Zentzontle” and the UDLAP Choir Group, special events were organized such as the Gala Bicentennial Concert, and the Gala Concert for the 70th anniversary of our institution. Moreover the UDLAP Choir participated in the National Choral Meeting organized by the *Instituto Nacional de Bellas Artes* (National Institute of Fine Arts).

The UDLAP Musical Comedy Group performed for the first time the musical “*Hoy no me puedo levantar*” (I cannot get up today) making several presentations with the attendance of more than 2,000 persons. The UDLAP Theater Group presented “*Sueño de una noche de verano*” (A Midsummer Night’s Dream) and “Medusa”, the latter in diverse halls such as the Auditorium of the *Instituto Mexicano de Tecnología del Agua* (Mexican Institute for Water Technology) (IMTA) and the City Theater, within the framework of the Second University Theater Meeting.

Finally, with the intention to show the diversity of styles represented in our Bachelors Degree Curriculum, the UDLAP Dance Group offered a concert with original contemporary dance pieces, and classical ballet, additionally several presentations in local spaces were performed such as the BUAP University Cultural Complex, and in the State of Morelos.

V. UDLAP Relations

Linking activities with institutions, corporations, and society is growing stronger each day, and in that sense, relations with our graduate students are fundamental. Throughout this year and by means of the counseling programs, agreements, and diverse events, the presence of UDLAP at local and regional level in the cultural, artistic, scientific, and corporate world has been strengthened.

Agreements

We continue consolidating the work coordinated with corporations that make up our Corporate Council by reinforcing the leadership of UDLAP and its link to leader enterprises at the national level in different topics.

Agreement	Description
UDLAP-Volkswagen México	Agreement that sets out the collaboration basis for research projects, and academic and/or counseling activities, as well as the establishment of the <i>Centro de Competencias en Eléctrica y Electrónica Automotriz</i> (Competency Center for Vehicle Electrical and Electronic Systems) that allows the development of the abilities of future engineers and promotes the participation of students and teachers in the engineering projects of the Vehicle Manufacturing Plant.
UDLAP - Microsoft	Collaboration Agreement by means of which both institutions carry out academic and research activities to develop innovative technologies, and promote the adoption and use of information technologies in education projects.
UDLAP-PricewaterhouseCoopers	Collaboration Agreement by means of which the <i>Centro de Investigación de Empresas Familiares</i> (Research Center for Family Enterprises) is created, and both institutions are bound to develop research projects, academic, counseling, and training activities in areas of common interest.

UDLAP-CANACINTRA	Collaboration Agreement that establishes a financial support program for active members affiliated to the <i>Cámara Nacional de la Industria de la Transformación</i> (National Chamber of Processing Industry)
UDLAP- Hewlett Packard México	Collaboration Agreement, that allows UDLAP students to work with the most modern high technology, and perform joint research project in topics of common interest that will contribute to science progress and education improvement.

Contact with Graduate Students

The active participation of our graduate students in different programs and activities is essential to pursue the institutional objectives. This year events that are starting to become an UDLAP tradition were organized, and in which our graduates are becoming increasingly involved:

- Second “Azteca” Footrace
- Fifth Golf Tournament
- 6th “Azteca” Super Bowl
- 62th Basketball Anniversary

Other events were carried out with graduate students of diverse careers, such as Mechanical Engineering, Hotel and Restaurant Management, Architecture, International Relations, as well as former members of sports teams, such as baseball and football.

The campaign to update personal, job, and career data of graduate students has been increased to more than 10,000 entries. The use of several services such as social networks, and exclusive pages has strengthened links with graduate students. The UDLAP Benefit Plan has currently more than 140 affiliated corporations, which offer discounts and promotions exclusively to our community.

As part of the 70th Anniversary of UDLAP, the electronic magazine “Visión-e” published a special edition about the life of 70 outstanding graduate students. The magazine was sent free of charge to the updated address of all of our former students throughout the Mexican Republic.

Professional Development

In the previous year the employment office for UDLAP students and graduates published 3,951 vacancies on-line, and through covenants with OCC and Trabajando.com more than 5,000 job offers were published. Moreover we received approx. 40 recruitment visits from corporations willing to hire personnel with attendance of more than 1,200 interested parties.

Additionally the 8th Professional Development Meeting was held. 71 enterprises and 2,000 individuals attended this event. Likewise the First Meeting of the Human Resources Committee took place with the purpose of analyzing competencies required of fresh postgraduates, and set out strategies for corporation-university linkage. This event was attended by 32 participants, among directors and managers of the most outstanding corporations in the area of human resources.

At the international level the United Kingdom University Fair was held, which attracted more than 200 participants, and established the first link of UDLAP with the British Council.

The Day of Graduate Studies and MBA’s Abroad was also held at the campus with the intention of presenting universities of several countries and specialty areas.

UDLAP Advisors

As part of our linkage strategy with corporations and governmental institutions, this year we offered more than 30 counseling programs to enterprises such as *AUDI de México*, and *Cervecería Cuauhtémoc Moctezuma*. In the governmental sector we participated in projects with *Petróleos Mexicanos* (Mexican Oil Company) (PEMEX), *Secretaría de Desarrollo, Evaluación y Control de la Administración Pública* (Department of Development, Evaluation, and Control of Public Management) and the *Secretaría de Salud Pública* (Department of Public Health), these latter at State level.

This year at the UDLAP Clinical Analysis Laboratory we serviced more than 1,250 individuals to which clinical analysis tests were performed and at the Quality Control Laboratory water and food quality tests were performed for more than 15 corporations.

Multiple meetings with businessmen of the region were carried out with the purpose to promote the offerings of UDLAP Advisers, and at the same time detect the market needs, as well as important social and economic matters. Such meetings also allow us to share the experience and knowledge of our university community both at national and international level, and to bring closer the collaborative link with corporations.

Relation with Society

Our **Scheduled Events Program** reflects the diversity of the university community, and clearly shows the UDLAP standing. We will continue entering into collaborative agreements and performing academic, cultural, and sports activities with institutions of the education, managerial, and governmental sector to strengthen our relation with society.

The UDLAP Celebrity Conferences has allowed us to promote knowledge and culture in our society and at the same time it represents an incentive for outstanding students in the respective areas, since they have the opportunity to be together and exchange opinions with the invited speakers. In the Fall 2010 Period we received the Senator Soledad Alvear Valenzuela of the Republic of Chile, who was State Minister during the first 3 governments after the settlement. In the Spring 2010 we had a visit from Rodolfo Neri Vela, PhD, first Mexican astronaut and second Latin American astronaut that flew to space as a passenger. The presence of Dr. Neri Vela was during the 2011 UDLAP Second National Sciences Meeting.

Likewise in the 22nd Law Congress outstanding law specialists participated, they held conferences about orality, alternative justice, law, and new technologies. This event was attended by many personalities, among others- Santiago Creel Miranda, PhD, Senator of the Republic of the National Action Party; Jaime Cárdenas Gracia, PhD, researcher of the Research Institute for Judicial Investigation of the UNAM, and Congressman of the Labor Party, and Carlos Felipe Dávalos Mejía, PhD, General Council member of the Arbitration Center in Mexico.

At the 2011 UDLAP Business Challenge we had the presence of important persons from the business sector, such as Daniel Servitje Montull, M.A. General Director of *Grupo Bimbo*; Luis Peña Kegel, B.A. General Director of *Grupo Financiero HSBC* and *HSBC México*; Javier Soní Ocampo, B.A. Partner and Director of PricewaterhouseCoopers; Mónica Flores Barragán, B.A. General Director for Mexico, Central America, and the Dominican Republic of Manpower; Peter Foyo, B.A., Chairman and General Director of Nextel and Gerardo Rodríguez Regordosa, Undersecretary of Finance of the Ministry of Finance and Public Credit a graduate of UDLAP among others.

Reinforcing our commitment to society and with the intention to promote the presence of the UDLAP in the city of Puebla and the region, diverse artistic, cultural and recreational events were carried out that allowed us to show the work and talent of our students and faculty.

An example was the calendar of activities carried out at the UDLAP Art Chapel, space that has been successfully operating for one year and has hosted exhibitions such as “Bestiario: evocaciones mexicanas”; “Arte Fresco”; “Revolucien” from Abracadabra, and “Te pareces tanto a mí colecciones Carlos Mosiváis”, this latter due to the celebrations of the Mexican Revolution Centennial with the support of *Grupo Mayan Resorts*, *Volkswagen de México*, and the museum *Museo del Estanquillo*.

Concerts and Recitals were performed, the participation of the Chamber Orchestra José Arias and the Camerata Gioia Concert must be pointed out. Also Brian Banks works; Laureant Boutros, piano recitals of Abraham Morales and Junko Ueno, Vive Chopin, Hermida-Ito Duo, Discantus: Theremines orchestra, Opera and Zarzuela Duets, and the revolution of the mexican music were presented. The UDLAP Art Chapel was the site of the 2010 Cameralia Festival with the attendance of more than 1,000 individuals.

Additionally, exhibits such as “Fractura: exposición colectiva de arte joven”, “No más morrocollas” of Sergio González Angulo, and “Signos subjetivos” of Patricia Fabre were presented at the Galerías de la Casa del Caballero Águila.

Finally, and as part of the festivities in connection with the 70th Anniversary of UDLAP, the event “Catarinas Conmemorativas” was performed with participation of the university community, as well as artists and corporations, with objective to promote free expression through the intervention of beetles made out of clay.

Other actions that promote participation of the university community are in relation to the environment. With the support of the UDLAP Environment Management Group (GGMA) by taking into consideration the biodiversity to select the species, we planted more than 2,400 vegetal species in campus.

The video “Separación de residuos en la UDLAP” and the environmental education workshops designed by Eco Zona, point out the work carried out by the institution in the treatment of waste and environmental conservation. During the year 2010 thanks to the waste separation program, we recovered 38 tons of recycable waste, such as paper, cardboard, glass, PET plastic, soft plastic, tetra pack, aluminum cans, etc. which were transported to recycling plants.

The UDLAP will continue implementing actions that reflect the institutional commitment to environmental protection and sustainable development.

VI. Management Improvement

The success of any institution depends to a greater degree on the efficient management of its human, material, and financial resources. Therefore the UDLAP basic premises for university management are the rational, efficient, and transparent use of the available resources, and application of policies, and procedures in the academic, and administrative activities or of any other nature.

We will continue promoting a culture of assessment and continuous improvement throughout the institution, as well as personal and professional development of our employees, by improving their abilities, by strengthening their competencies, and by promoting the well-being of the university community.

We must not forget the development of financing programs with corporations or investment institutions, and the granting of scholarships to student that allow us to invigorate the UDLAP financial system through the diversification of income sources.

Finance

The institution financial standing shown in the financial statements for the year 2010 (in process to be audited) and the year 2009 (audited) reflect stability signs:

- We maintain positive relations in our capacity to cover short-term liabilities with working assets, and we have net positive work capital.
- We have the capacity to face short-term liabilities with cash and equivalent resources.
- Accounts receivable due to university fees show improvement in collection management.
- Investments in real estate, furniture, and equipment in the amount of \$47.0 and \$50.3 Million pesos respectively, were made.

The outcome of our operations during the year 2010 shows a surplus of \$18.2 Million pesos (compared to the surplus of \$3.3 Million pesos for 2009). Furthermore, the operational efficiency and the strong improvement in the expenditure control of the institution allow us to absorb without

deficit the charges due to depreciation of the fixed assets in the amount of \$39.8 Million pesos (\$28.2 Million pesos in the year 2008), which in previous years have not been carried out.

Finally it is important to point out that the outcome of the enrollment fees for the period Spring 2011 resulted in a surplus of \$16.1 Million pesos in comparison to that foreseen in our budget.

FUNDACIÓN UNIVERSIDAD DE LAS AMÉRICAS, PUEBLA		
Statement of Financial Standing		
as of December 31, 2010 and 2009		
in thousands of pesos		
	2010	2009
ASSETS		
Cash and equivalent resources	\$ 152,436	\$ 103,618
Net Accounts receivable, students	14,350	25,360
Advance payments and other Accounts receivable	11,370	12,570
Net inventories	823	882
Education financing students	-	8,379
Real estate, furniture and equipment	337,193	330,036
Total Assets	\$ 516,172	\$ 480,845
LIABILITIES		
Accounts payable	\$ 32,590	\$ 25,246
Accrued liabilities	93,746	90,140
University fees advance payments	65,541	59,840
Long-term loans	150,643	156,269
Other liabilities	122,521	116,393
Total Liabilities	465,041	447,888
NET ASSETS		
Net Assets	51,131	32,957
Total Net Assets	51,131	32,957
Total Liabilities and Net Assets	\$ 516,172	\$ 480,845
Numbers provided for the fiscal year 2010 have not been audited up to this date. Numbers provided for the fiscal year 2009 correspond to audited amounts.		

FUNDACIÓN UNIVERSIDAD DE LAS AMÉRICAS, PUEBLA		
Annual financial statement		
for the fiscal year ending December 31, 2010 and 2009		
in thousands of pesos		
	2010	2009
Earnings due to university fees	\$ 656,022	\$ 655,874
Scholarships	(159,554)	(166,292)
	496,468	489,583
Auxiliary activities	16,408	16,233
Financial products	42,349	54,410
Contributions received	32,702	14,665
Schools	33,401	29,908
Draw	90,796	93,780
Independent operations	25,802	23,671
Other earnings	26,408	24,177
Total Earnings	764,334	746,427
Expenditure:		
Education	241,329	242,171
Research	5,940	5,481
Public Administration	770	788
Academic support	15,264	16,673
Student services	133,983	144,286
Institutional support	210,555	194,255
Auxiliary enterprises	29,871	30,690
Independent operations	6,731	5,975
Operation and maintenance of installations	30,296	31,799
Draw	68,857	69,292
Other Expenditure	2,563	1,706
Total Expenditure	746,159	743,116
Profit of the fiscal year	\$ 18,175	\$ 3,311
<p>Numbers provided for the fiscal year 2010 have not been audited up to this date. Numbers provided for the fiscal year 2009 correspond to audited amounts.</p>		

2011 Budget

For the third consecutive year, preparation of the UDLAP annual budget is carried out through a Budget Committee composed of teachers, students, and administrative personal of the institution, which represent all of the operative areas of our university.

As result of multiple work sessions, the Committee presented to the Board of Administration the Institutional 2011 Budget under consideration with the following premises: (1) budget showing surplus, (2) increasing number of new students, (3) cash flow generation to maintain the investment level of \$50 Million pesos per year, and (4) operations under controlled expenditure actions during the first Semester of the year.

The Budget was presented to consideration of the Board of Administration on November 24, 2010. Thereafter it was sent to be authorized by the Managerial Board on December 3, 2010, and finally it was approved by the Board of Trustees.

Procurement of Funds

Financial auto-sufficiency forces us to develop fund raising programs, and work towards the obtention of resources through donations and sponsorships both for the academic and research programs, and for cultural and sport activities.

With the *Nacional Monte de Piedad* (NMP) we obtained a donation of \$7.8 Million pesos for the UDLAP Financial Rescue Program, by means of which education loans were granted during the academic year 2009-2010. Donations received from the NMP for the 2010-2011 period equal \$4.3 Million pesos, which will be used to acquire equipment for the Laboratories of the Bachelors Degree in Nursing.

The UNE Program accumulated \$8.7 Million pesos in 2010. Funds obtained through this program are used for outstanding academic students.

In particular the companies Mitsubishi, Hewlett Packard, and Dow Química Mexicana have scholarships programs for the best students selected by such corporations for subjects of their

own interest. Moreover they have made donations of more than \$670 thousand pesos to equip laboratories.

As of this date resources arising from sponsorships run up to \$7.3 Million pesos, and we are working on joint projects with different corporations, among them- Volkswagen de México, Grupo Vidanta, Coca Cola FEMSA, TELCEL, Cervecería Cuauhtémoc Moctezuma, Gatorade, and PricewaterhouseCoopers. Additionally, in the year 2010 we obtained approx \$2.4 Million pesos of sponsorships for the development of the activities for the Second “Azteca” Footrace.

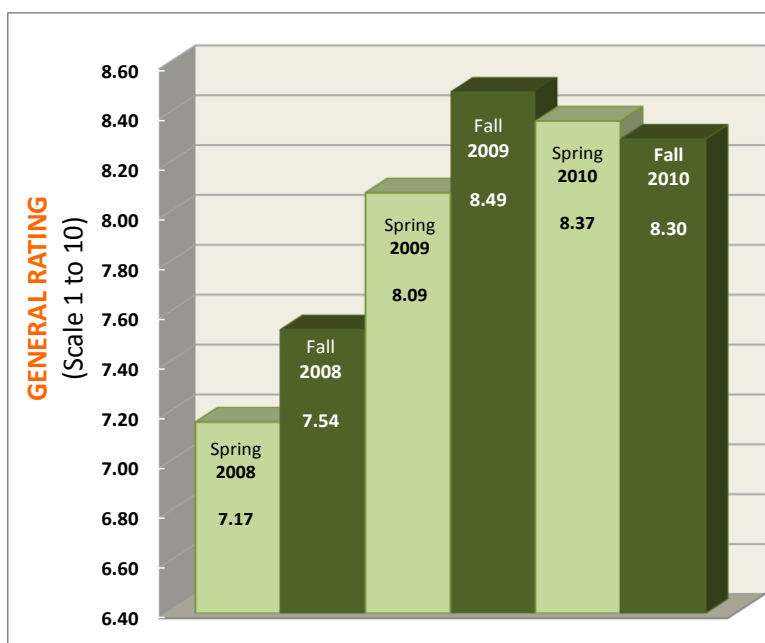
Administrative Efficiency and Transparency

The implementation of transparency actions with the utilized resources, and the application of guidelines in the institutional processes to comply with international quality standards allow us to work efficiently, maintain financial auto-sufficiency, and offer Quality Service with Heart.

Example of this commitment is the award “*Distintivo H*” that the UDLAP Department of Food Services was granted for the fourth consecutive year. This acknowledgment is conferred by the Department of Tourism and the Department of Health to prepared food and beverage establishments that comply with the hygiene standards set forth under the Mexican Standard NMX-F605 NORMEX 2004.

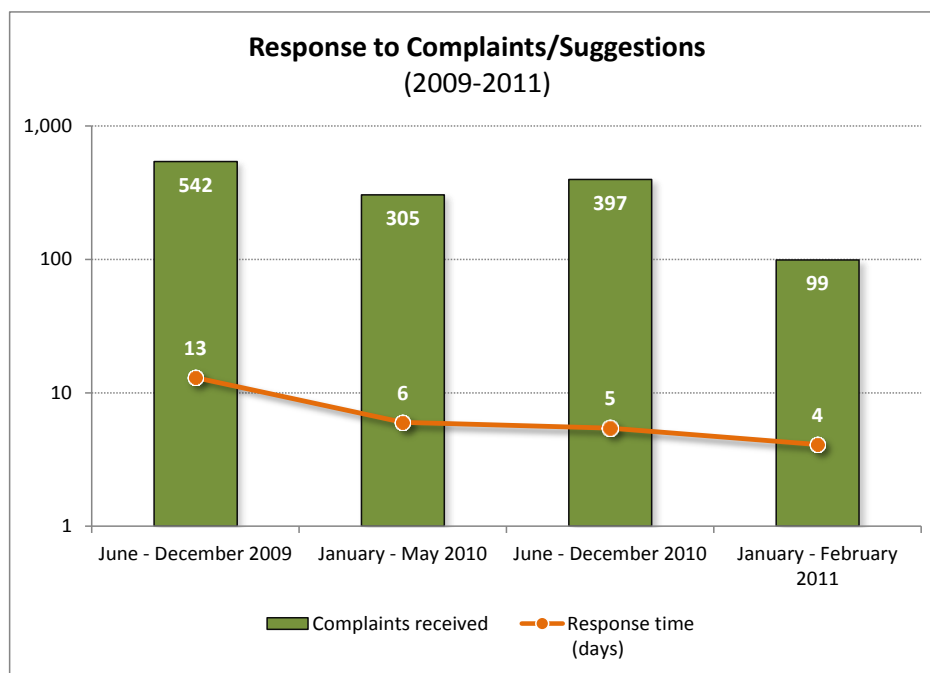
Continuous Improvement Program

The UDLAP Continuous Improvement Program has contributed by continually detecting improvement opportunities in our services of academic and administrative support. Despite the fact that in 2010 the satisfaction level of our users did not increase in comparison with previous periods, we were able to maintain a value of 4 points in a 1 to 5 scale. In regard to the grading given by users for this type of services, it is above 8.0 since 2009.



The UDLAP Mailbox is another tool that is part of the Continuous Improvement Program, it makes it possible to follow up comments about any service of the institution offered to members of the university community, as well as to individuals visiting our university. This means also allows us to permanently evaluate our services through surveys and results are integrated into the outcome of the evaluation that is carried out each Semester. As of February 2011 we have

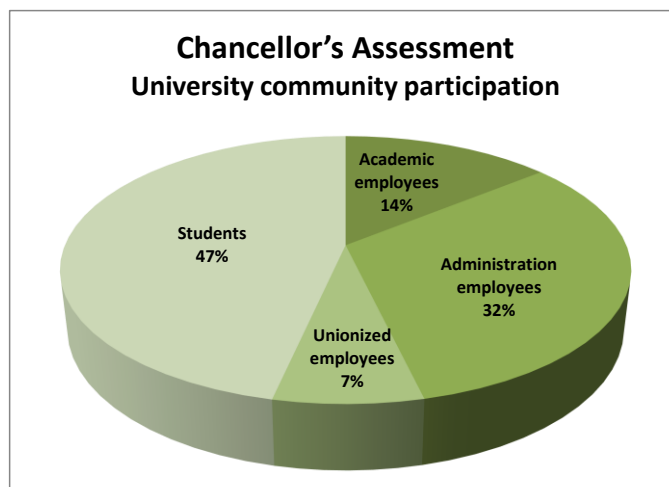
received a total of 1,343 complaints/suggestions, of which the response time has been considerably reduced since the UDLAP Mailbox starting operating in 2009.



In regard to the improvement projects performed due to the initiative of institution's personnel, as of this date 8 projects are concluded and another 5 are going to be completed in 2011. All such projects have contributed to saving resources, and to maintaining processes more efficiently, allowing us to continue being an institution of international quality.

Chancellor's Assessment

The second Chancellor's Assessment was carried out, another transparency action, which shall take place periodically at the UDLAP. To assess the 2009-2010 Management, 799 surveys were given to full-time teachers, administration employees, unionized employees, and students; this represented an increase of 45% compared with the previous year.



Surveys were processed by an external company, and the outcome report was sent to the Chancellor's Evaluation Committee, composed of representatives of the Board of Trustees, Managerial Board, Academic Board, Board of Administration, and students. The Chancellor's Evaluation Committee -based on the survey outcome and after having a meeting with the Chancellor- issued a document containing opinions and recommendations to the Board of Trustees, in which the strengths and areas of opportunities during the Chancellor's term of office are identified.

University Ethics

Another transparency action implemented during the year 2010 was the creation of the University Ethics Committee, made up of student, academic, and administrative representatives, as well as members of the UDLAP Academic and Administrative Boards.

The UDLAP Ethics Committee acknowledges the principles by which members of the university community are bound to subject their behavior, and establish as institutional values the freedom with responsibility, tolerance, non-discrimination, honesty and integrity, solidarity and transparency.

The purpose of the Ethics Committee is to integrate the Code of Ethics, and settle cases that may arise as a result of possible violations to such Code.

VII. Technology And Infrastructure Investment

Part of our daily activities in the institution is the updating and technological improvement to perform academic, research, and administrative activities. We continuously work towards modernizing laboratories, bibliographic material, and equipment required for the academic and research programs, as well as carry out a permanent maintenance program on campus.

Investment Programs

We continue implementing important projects with our own resources, and with the support of other institutions and agencies to comply with the Infrastructure Investment Plan that during 2010 was in the amount of \$47 Million pesos.

Projects for the year 2010-2011
Laboratory of Asphalt Mixtures
Remodeling and reconditioning of classrooms
Remodeling of the Business School
Remodeling of the Clinical Analysis area
Remodeling of the Mezzanine, Americas Cafeteria
Acquisitions for car dealers at the Student Center
Acquisitions in the Casa del Caballero Águila
Acquisitions of workshops and warehouses
Reconditioning of UDLAP Residential Area
Change of water lines in the Residential Area
Computer and telephone equipment
Software for electronic invoicing and points of sale
Equipping of University Colleges
Equipping of the Food Services area
Change of cabinets, feeding cables, and low-tension distributors
Absorption shafts (Stage 1)
Ambulance

For the year 2011 we estimate an investment of more than \$55 Million pesos to renovate offices, and classrooms, laboratory equipment, modernizing of the car fleet, remodeling of administrative areas for the public, as well as improvements in electrical infrastructure, information technologies, and facilities.

Information Technologies

During 2010 the UDLAP positioned itself as leader in the use of avant-garde information technologies, establishing a milestone for our most important competitors.

Strategic migration of the institutional e-mail service was carried out to the Live@Edu platform, which makes us the first private university to successfully join the “Cloud Computing” technology. This gives us the opportunity to offer permanent e-mail accounts to our students and graduates, as well as to habilitate a collaboration platform.

We are undoubtedly positioned as the leading university in the use of social networks. In Facebook we have as of this date more than 9,500 followers, which makes us the educational institution with the best index of students/followers in the country. As of December 2010 we had 1,300 followers in Twitter, which reflects a 437% increase this year.

We had 60 live transmissions through UDLAP TV of the most important events of the institution during 2010, with an average of 450 viewers per event. More than 150 diffusion videos were produced and published, and 5,500 reproductions were viewed of the UDLAP promotional Videos in less than 4 months on media such as YouTube.

With an investment of more than \$6 Million pesos 580 last generation equipments were acquired, thus fulfilling the third stage of the Technologic Renewal Program. Furthermore, collaboration agreements were signed with technology corporations that will bring important benefits to the institution.

Agreement	Benefits
UDLAP - Hewlett Packard México	<ul style="list-style-type: none"> ▪ Collaboration in programs of academic incentive. ▪ Research projects collaboration that will contribute to science progress, and education improvement. ▪ Donation of equipment.
UDLAP - Microsoft	<ul style="list-style-type: none"> ▪ Establishment of the UDLAP – Microsoft Technical Commission with the purpose of generating and following-up on new initiatives and projects. ▪ Creation of the Excellence Center for applications development for the platform of mobile computing Windows Phone 7 of Microsoft. ▪ Creation of the Competitiveness Center through the use of Microsoft technologies, and promotion of professional development initiatives such as Student Partner and BizSpark. ▪ More than \$3 thousand Dollars in development and design software for students through the initiative DreamSpark.

We extended coverage of the wireless network service in more than 40 hectares throughout campus. We have a safe Internet connection by using new generation digital certificates that offer greater security for data transfer in our community. Likewise we renewed the agreement with McAfee, which allows us to offer our students a new generation antivirus free of charge.

We will continue assigning resources to consolidate technologic infrastructure with the intention of offering communication and information systems that fulfill the requirements of a quality and excellent institution such as UDLAP.

Gratitude

This 2010-2011 Activities Report reflects many of the achievements of our community during the past twelve months; undoubtedly many more which are not mentioned herein were reached thanks to the efforts of all of the individuals which compose our great UDLAP family. Upon conclusion of the April 2010-March 2011 period, the *Universidad de las Américas Puebla* has consolidated its academic quality by achieving full accreditation of two of our general accreditation institutions, the Southern Association of Colleges and Schools of the United States of America (SACS), and the *Federación de Instituciones Mexicanas Particulares de Enseñanza Superior* (Federation of Mexican Private Higher Education Institutions) (FIMPES), and by obtaining national and international accreditation for our Bachelors Degrees, Masters Degrees, and PhD Degrees, which confirm its academic quality -in an independent manner- before such institutions in Mexico and abroad.

However as I mentioned last year in this same section of the Second Activities Report, we must continue working as a university community to assure that UDLAP consolidates its academic/administrative identity, and is able to permanently maintain its standing as the best higher education institution in our Latin American region. Therefore, we that compose the UDLAP community must continue working to achieve that the multicultural environment which today seems to be limited, be firmly extended in the next twelve months, in order for the academic quality of our faculty to be supported with large investments in laboratory equipment, and academic opportunities necessary to perform their research work; and to consolidate our financial capacity with the purpose of providing financial support to all our eligible students due to their academic, sports or artistic qualities.

We will continue working until such achievements ratify us as the best private university in our continent, so that each and all currently making up the UDLAP community can be proud.