



Lasallian Universities International Cooperation

A collection of shared experiences - 1st. Edition

Una colección de experiencias compartidas - 1er. Edición

INTERNATIONAL ASSOCIATION
La Salle
UNIVERSITIES

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experiences - 1st. Edition

*Una colección de experiencias
compartidas - 1er. Edición*

IALU

International Association of Lasallian Universities
Asociación Internacional de Universidades Lasalianas

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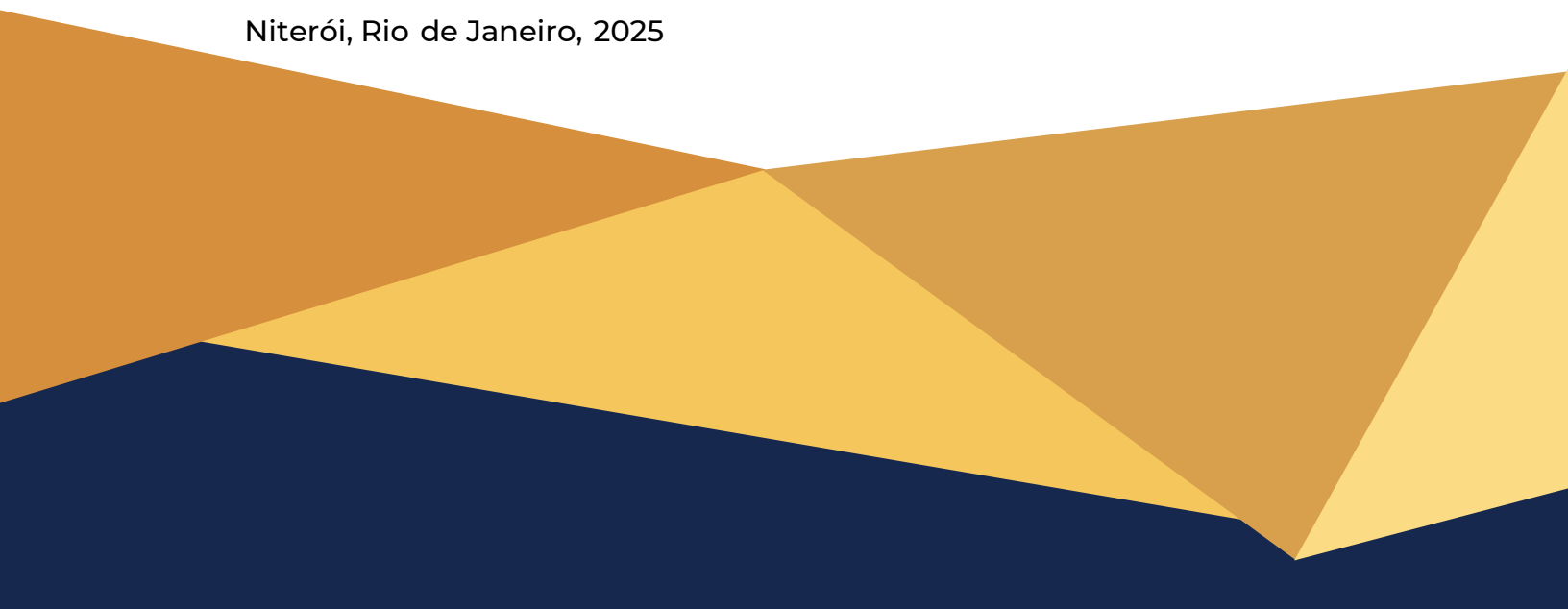
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Joan Landeros

Comité de Intenacionalización

Joan Landeros

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Lasallian Universities International
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IALU - Asociación Internacional de Universidades Lasalianas

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PREFACE

It is with great joy and profound gratitude that I introduce the first ebook publication of the International Association of La Salle Universities (IALU). This volume marks an important milestone in our ongoing journey as a global network committed to the advancement of knowledge, the promotion of human dignity, and the transformation of society through education.

This initiative has come from the Research Committee, and it is the result of the collaboration of the other two committees of IALU, Internationalization and Mission. It has the purpose of showing the activity of our association.

This collection of chapters—written by Lasallian scholars from every region of the world—reflects the richness, diversity, and unity of our shared mission. Rooted in the values and vision of Saint John Baptist de La Salle, each contribution offers a unique perspective on the challenges and opportunities facing higher education today, while reaffirming our collective commitment to faith, service, and community.

The authors who have contributed to this work represent not only the academic excellence present within our network but also the spirit of collaboration that defines our Lasallian identity. They write from different cultures, contexts, and disciplines, yet are united by a common purpose: to inspire, to engage, and to transform.

This ebook is more than an academic publication—it is a testament to the global Lasallian community's dedication to fostering dialogue, promoting research grounded in values, and addressing the urgent needs of our world with compassion and clarity.



PREFACE

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This ebook is more than an academic publication—it is a testament to the global Lasallian community's dedication to fostering dialogue, promoting research grounded in values, and addressing the urgent needs of our world with compassion and clarity.

I thank all those who made this publication possible—our contributors, editors, coordinators, and the many colleagues who supported this initiative. May this work serve as a catalyst for continued collaboration and a source of insight and inspiration for educators, students, and leaders across the globe.

Together, let us continue to build bridges of knowledge, hope, and solidarity.

In faith and fraternity,

Andrés Govela
President, International Association of La Salle Universities (IALU)



Br. Andrés Govela Gutiérrez
IALU President / Presidente IALU

The inaugural publication of the first e-book of the International Association of La Salle Universities (IALU) is not only a source of great satisfaction but also poses important challenges for our global Lasallian higher education family. We must continue our worldwide collaborative efforts inspired by our Lasallian values to contribute to knowledge and understanding for the common good and the dignity of every individual.

In these times of historic uncertainty and transformation, the wealth of human talent and cultural diversity of the Lasallian network can contribute unique perspectives and solutions for a just society, a sustainable common home, and a transcendent human spirit. It is incumbent upon IALU university communities and their partners in the social, political, and productive sectors to continue to work together for these shared goals.

Congratulations to the IALU Research Committee for creating this initiative and inviting the IALU Mission and Internationalization Committees to create a collaborative synergy. This first publication is a significant motivation to continue to build stronger and more productive global ties among our institutions to contribute to our primary goal, the formation of future agents of change.

Joan Landeros
Internationalization Committee



Joan Landeros
Internationalization Committee
Comité de Internacionalización

On behalf of the Mission Committee of IALU, we want to express our appreciation to the IALU Research Committee and to Dr. Regina Giannotti, chair of the committee and editor of this e-book. What began as an intriguing idea has led to a beautiful reality. How wonderful to share and showcase the work being done across our global network.

We also express gratitude to the many colleagues who submitted their work for review and publication. The individual and collective effort demonstrate the importance of our colleges and universities in pursuing new information and contributing to disciplinary conversations, especially those that touch hearts and transform the lives of our students and their communities. With this kind of collaboration and commitment to justice, our global Lasallian network has a rich potential for providing deep impact. The articles also demonstrate our unique educational approach and our shared mission and commitment that transcend our multiple disciplines, diverse educational settings, and global locations. Heartfelt gratitude and warm congratulations! *Indivisa Manent*. We are indeed One Lasalle.

Frances M. Sweeney, Ph.D.
Mission Committee



Frances Sweeney
Mission Committee
Comité de Misión



Dear readers,

The first edition of the collection “International Cooperation of Lasallian Universities” reflects the efforts of faculty members from our institutions around the world, driven by the commitment to create unique and meaningful experiences for their students. The COIL (Collaborative Online International Learning) projects, the Virtual Exchange (VE) initiatives, combined with the use of technology and innovative pedagogical approaches presented here, are just a small sample of what can be achieved globally and through cooperation among our institutions.

When the three IALU committees conceived this project, the goal was to inspire professors and institutions in their process of internationalization - promoting inter-institutional partnerships, and strengthening research cooperation agreements. A central aspect of this initiative is the compilation of best practices in a digital publication accessible to all Lasallian institutions.

Belonging to an international network of higher education institutions represents tremendous potential for transformation. It is essential to take advantage of this characteristic and provide our students, faculty, and staff with opportunities to benefit from the academic excellence of our programs, academic mobility initiatives, and cutting-edge research.

In the following sections, readers will find articles that illustrate experiences of international cooperation among Lasallian institutions, including details on the planning and analyses of outcomes achieved. Another section presents an overview of all Lasallian institutions worldwide, highlighting their undergraduate, master's, and doctoral programs they offer, as well as direct links to their websites. Information can be consulted by IALU regions, by countries, or programs. If your institution is not represented, we kindly ask that you send information or updated data to ialu.research@lasalle.org . This section will be updated in every new edition.

The growing competition in higher education is not new; however, recent changes in research evaluation criteria – particularly the emphasis on social impact – have become central to academic discussions. In this context, one article, written by an observer member of the IALU Research Committee and his team analyzes the scientific productivity of the five leading Lasallian universities over the past decade: De La Salle University,

Manila (DLSUM); Manhattan College, Bronx (MCB); Universidade Católica de Brasília, Brasil (UCB); La Salle University, Philadelphia (LSUP); and La Salle, Barcelona (LSB).

Another initiative of the Research Committee is to gather information on researchers from our institutions, their areas of expertise, and the types of collaboration they wish to pursue. This resource aims to support faculty and researchers in finding partnerships and expanding their academic network. If you would like to update your institution's research information, please contact us at ialu.research@lasalle.org. Updates will be published in the next edition.

Finally, we hereby present RIILSA – the La Salle International Research Network, a science and technology network established in 2000, which has been continuously refined over the years by the participating institutions. This initiative provides institutions not only with opportunities to develop collaborative projects and research in areas and topics of interest but also evidences the significant impact that coordinated and networked efforts can exert on societies.

Together, we go further. I wish you an enriching reading experience and valuable reflections inspired by the thought-provoking articles presented in this volume. I look forward to our next edition.

With my best regards,

Prof. Dra. Regina Helena Giannotti
Editor in Chief and Chair of the Research Committee
Unilasalle-RJ
ialu.research@lasalle.org



Dra. Regina Helena Giannotti
Research Committee
Comité de Investigación

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Get to know RIILSA – La Salle International Research Network

***Conozca RIILSA –
Red Internacional de
Investigación La Salle***

In this section, we present RIILSA – the La Salle International Research Network, a science and technology network established in 2000 and continuously refined over the years by participating institutions. This initiative offers member institutions valuable opportunities to develop collaborative projects and conduct research in diverse areas of interest. Beyond its role in fostering academic cooperation, RIILSA demonstrates the significant impact that coordinated and networked efforts can have on societies worldwide.

For more information, inquiries can be directed via email to ialu.research@lasalle.org or addressed personally to Dr. Eduardo Gómez Ramírez, Research Vice-Rector of La Salle Mexico University.



MASTER PLAN FOR THE LA SALLE INTERNATIONAL RESEARCH NETWORK (RIILSA) 2025-2032

English version

Contents: RIILSA Coordination; RIILSA representatives; Present; Background of the Network; Objectives of the Network; Network Research Areas; Health; Design and Technology Area; Human and Social Development Area; Education; Objective of the Plan; Methodology used and structure of the Master Plan; Strategic axes of the Master Plan; 1. Strategic focus: Strengthening Research; 2. Strategic focus: Management and Administration; 3. Strategic focus: Dissemination and Communication; 4. Strategic focus: Social impact; 5. Strategic focus: Internationalization; 6. Strategic axis: Linkages and Financing; Final comments; Appendices; 1. Acronyms; 2. Work teams by strategic área.

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PRESENTATION

In the context of the tercentenary of the bull of approval of the Institute of the Brothers of the Christian Schools, this RIILSA 2025–2032 Master Plan is presented as a living expression of the Lasallian commitment to social transformation through research, innovation, and academic collaboration.

Throughout these 300 years, the legacy of Saint John Baptist de La Salle has inspired generations of educators to respond with faith, fraternity, and service to the challenges of their time. Today, that same spirit drives us to strengthen the La Salle International Research Network (RIILSA) as a strategic space for generating knowledge with impact, promoting scientific, technological, humanistic, and artistic development, and contributing to the solution of the most pressing problems of our societies.

This Master Plan is the result of a collective, rigorous, and deeply participatory process. Through six strategic axes, it articulates a shared vision that recognizes the diversity of our institutions as a strength and aligns our actions with the Sustainable Development Goals, the Global Education Compact, and the guidelines of the Institute of the Brothers of the Christian Schools.

I sincerely thank all the people and institutions that have made this document possible. Their dedication and vision create RIILSA a living, dynamic network committed to the common good. May this plan be a guide for continuing to construct together a higher education that is meaningful, purposeful, and hopeful.

INDIVISA MANENT
Mtro. Nestor Anaya Marín
President of RIILSA
Rector
La Salle University
Mexico

BACKGROUND OF THE NETWORK

The La Salle International Research Network (RIILSA) is a science and technology network that emerged in October 2000 at La Salle University in Bogotá, during the First International Congress on Research in Lasallian Higher Education Institutions in Latin America, which brought together institutions from Mexico, Costa Rica, Brazil, Spain, and Colombia. Its emergence is a response to the guidelines of the UNESCO "World Conference on Higher Education" held in Paris in October 1998, where it was proposed that the creation of networks was a priority task for higher education for internationalization and cooperation in areas such as scientific research. At this event, it was established that "Cooperation should be conceived as an integral part of the institutional mission of higher education institutions and systems, and should increasingly create utilize of networks, sharing responsibilities and solidarity as a basic principle for a better distribution of knowledge."

Likewise, this network was created on the recommendation of the "First International Meeting of Academic Representatives of the International Association of Lasallian Institutions of Higher Education (AIILES)" held in Mexico in November 1998, where it was agreed to work towards the "Lasallian University of the Future." The group effort during this meeting defined the general structure of RIILSA. A year later, in Cuernavaca, the organization of the network among Lasallian institutions of higher education in Latin America and the Iberian Peninsula was proposed. It is assumed that in this globalized world, the future of higher education lies in achieving complementarity among sister institutions in the field of research. Therefore, the efforts made to form the network and ensure its proper operation will undoubtedly serve to support the formation of the Lasallian scientific community.

During this period, RIILSA held four thematic meetings in Mexico, the first two in Mexico City, Federal District (2002) and in Cuernavaca (2004), where work was done on the network's regulations, international interaction between Lasallian centers, the identification of lines of research of common interest, joint research projects, and collaboration in events and the publication of academic journals. It should be noted that each of the institutions in the network is at a different stage of development, so the research carried out in them is heterogeneous according to their age,

academic programs, and researchers. This represents a challenge for the work of RIILSA, which initially consisted of 21 institutions:

1. La Salle University. Bogotá, Colombia.
2. Lasallista University Corporation. Medellín, Colombia.
3. La Salle University. Federal District, Mexico.
4. La Salle University Center. Canoas, Brazil.
5. La Salle University Cancún. Mexico.
6. La Salle University Cuernavaca. Mexico.
7. La Salle University Pachuca. Mexico.
8. La Salle Bajío University. León, Mexico.
9. La Salle Benavente University. Puebla, Mexico.
10. San Pío X Higher Institute of Religious Catechetical Sciences. Madrid, Spain.
11. Ramon Llull University. Barcelona, Spain.
12. Institut Supérieur d'Action Internationale et de Production. Saint-Barthelemy d'Anjou, France.
13. La Salle University Morelia. Mexico.
14. Secretariat for Southern Mexico.
15. Secretariat for Northern Mexico.
16. La Salle Noroeste University. Cd. Obregón. Mexico.
17. La Salle Laguna University. Gómez Palacio, Mexico.
18. La Salle University Chihuahua. Mexico.
19. La Salle Victoria University. Cd. Victoria, Mexico.
20. La Salle Center for Higher Studies of the Regiomontano Institute A.C. (CESLAS). Monterrey, Mexico.
21. La Salle University Costa Rica. San José, Costa Rica.

After a period of inactivity, La Salle University Pachuca was chosen to serve as RIILSA's General Coordinator at the end of 2010.

On October 15, 2014, La Salle Bajío University assumed the General Coordination of RIILSA for the 2014-2016 period.

On October 18th, 2018, Brother Dr. Salvador Valle Gámez, Rector of La Salle Northwest University, took office as General Coordinator of the La Salle International Research Network (RIILSA) for the 2018-2022 term.

Since 2022, La Salle University Mexico has taken over the coordination of RIILSA.

OBJECTIVES OF THE NETWORK

The main objective of RIILSA is to establish strategic alliances of mutual benefit among the Lasallian higher education institutions that create up the network in order to generate technical and scientific cooperation actions through the creation of lines of work and joint development projects, contributing to the fields of teaching, cultural, and scientific research that promote sustainable development in the humanistic, social, and technological fields. All of this is framed within the Lasallian philosophy, which seeks the well-being of communities.

The specific objectives of the network are:

1. To promote the communication of experiences, programs, and projects among the member universities of the network.
2. To offer opportunities for cooperation in the fields of scientific, cultural, social, educational, and technological research.
3. To promote and maintain ongoing communication and gather the most relevant experiences, contributions, achievements, and needs of network members, and to establish conditions conducive to jointly leveraging the resources of network member universities and seeking financial support from international organizations.

RIILSA also has a dual purpose: first, to support the research work of the Lasallian higher education institutions that comprise it, in order to take on the challenges of the internationalization of knowledge and become an instrument for promoting scientific cooperation. Second, to strengthen

the development of research for the service of Lasallian education and respond to the guidelines of the Institute of the Brothers of the Christian Schools (IHEC).

RESEARCH LINES OF THE NETWORK

Taking into account the recommendations of the IHEC, the Sustainable Development Goals (SDGs), the Global Education Compact, as well as the projects and work presented at the seven annual meetings of Lasallian researchers, the Network's lines of research have focused on the following four areas:

Health

- Prevention, diagnosis, and care of metabolic diseases
- Healthy aging
- Mental health and well-being
- Biotechnology for health

Design and Technology Area

- Cities of the future (smart and sustainable cities)
- Environmental analysis and remediation

Human and Social Development Area

- Food sovereignty and security
- Interculturality
- Business ecosystem in Mexico

Education

- Inclusion and citizenship in educational contexts
- Media and digital citizenship

Although not exhaustive, it is recommended that these lines of research be considered by the institutions that create up the network in order to strengthen inter-, multi-, and transdisciplinary collaboration.

OBJECTIVE OF THE PLAN

The main objective of this Master Plan is to guide, organize, and establish strategic actions in accordance with RIILSA's objectives that will create the conditions to promote innovation, the arts, scientific, technological, and humanistic development, as well as their application in solving the main problems of the social, economic, and cultural environment of our society.

METHODOLOGY USED AND STRUCTURE OF THE MASTER PLAN

Strategic planning is a key process for any research network that seeks not only to remain relevant in a constantly evolving environment, but also to maximize its impact and sustainability. To develop this Master Plan for the La Salle International Research Network, several strategic planning methodologies were applied, including SWOT analysis, an adaptation of the CANVAS methodology, and some Planning and Monitoring (PM) strategies.

The CANVAS methodology allowed us to visualize our differentiator, audience segments, communication and engagement channels, activities, key resources and allies, as well as sources of income. The SWOT analysis helped identify strengths, weaknesses, opportunities, and threats, providing a solid basis for decision-making. In addition, the implementation of PM (Planning and Monitoring) strategies ensures that objectives are aligned with the network's mission and vision, while being adjusted based on the results obtained in a model of quality and continuous improvement.

The Master Plan was developed gradually, and during each biannual network meeting, highly specific activities were carried out, culminating in the proposal of this plan. Below is a brief description of the key elements that were worked on at each meeting.

- XXVII Meeting (November 17 and 24, 2023): The meeting began with a series of presentations to share the concept of innovation and entrepreneurship in academic

ecosystems, as well as the context of the general planning framework that would be used. A SWOT analysis of the RIILSA member institutions was carried out. Work began on applying the CANVAS methodology to identify the distinctive elements of the network and identify the strategic axes of the Plan.

- XXVIII Meeting (April 18 and 19, 2024): Work continued on developing the CANVAS methodology to identify the distinctive elements of the network. Similarly, the SWOT analysis of the projects previously carried out by the network was integrated. Based on these analyses, the initiatives identified were classified and categorized according to the strategic axes of the Plan.
- XXIX Meeting (November 21 and 22, 2024): With the strategic axes identified, a structure for the Master Plan was presented and work began on developing the structure according to the strategic planning model. Objectives, goals, and strategic initiatives for each axis were developed in working teams.
- XXX Meeting (April 4 and 11, 2025): The strategic axes were reviewed, a first draft of the document was integrated, and the work teams for each strategic axis were defined.

It is essential to recognize that this plan is the result of teamwork by all RIILSA members and seeks to continue strengthening the collaboration and focus of our programs and projects and to respond to the call of the Institute of the Brothers of the Christian Schools to fulfill our mission.

The six strategic areas of the Master Plan are described below.

STRATEGIC AREAS OF THE MASTER PLAN

Based on the background and procedure described in the previous sections to achieve the Network's objectives, this RIILSA 2025-2032 Research Master Plan, aligned with the different Lasallian, national, and international contexts, is structured around the following six Strategic Development Pillars:

1. Strengthening Research
2. Management and Administration
3. Dissemination and Communication

4. Social Impact
5. Internationalization
6. Partnerships and Funding

These Strategic Development Lines will work in synergy with other programs run by institutions that form part of other existing networks and with the research committee of the International Association of Lasallian Universities (AIUL).

Each Strategic Axis is detailed with a strategic objective, a series of contribution objectives with their respective indicators and deliverables, goals, expected impacts, strategic initiatives, timing (semester or permanent) and necessary resources. It is essential to mention that in some areas, a diagnosis is still required to define indicators, and the goals will be set with the first advances of the strategic initiatives to consider goals based on historical results. Below is a detailed description of the six Strategic Areas with their components:

1. Strategic Area: Strengthening Research

Strategic objective: To promote multi-, inter- and transdisciplinary research with local, regional and global reach within the RIILSA academic community.

Contribution Objective 1.1: Increase the number of collaborations and participation in network events.

Strategic Initiatives:

- 1.1.1 Conduct an initial assessment of the resources available at each site and their characteristics for the participation of teachers and students, considering the proposed indicators (2025-II, human and technological resources).
- 1.1.2 Promote publication in our own editorial products (journals) (ongoing, human and technological resources).
- 1.1.3 Promote participation in national and international activities for students and researchers (ongoing, human and financial resources).

Indicators/Deliverables:

- No. of joint projects
- No. of publications in network journals
- No. of papers participating in network events
- No. of people participating in network events

Goals/Expected impacts:

A baseline assessment is considered necessary to establish commitment to each goal. The first numerical commitment goals will be specified once the initial assessment has been completed.

Contribution Objective 1.2: Provide training to strengthen research skills, taking into account the resources available to network member institutions

Strategic Initiatives:

- 1.2.1 Identification of training needs of network members
- 1.2.2 Training on the implications of multi-, inter-, and transdisciplinary research (2025-I to 2032-I, human, technological, and financial resources)
- 1.2.3 Disciplinary and methodological training (2025-II to 2023-I, human, technological, and financial resources)

Indicators/Deliverables:

- Number of courses offered
- Number of people trained
- Number of courses completed and available in the repository

Goals/Expected impacts:

- 1 course per semester offered by RIILSA to its members
- Have a repository accessible to the entire network

2. Strategic area: Management and Administration

Contribution Objective 2.1: Review RIILSA's structure to provide optimal support and functioning to the Network.

Strategic Initiatives:

- 2.1.1 Review and propose an organizational chart for the network to ensure that it complies with the objectives of the Master Plan (2025-1, RIILSA master plan).
- 2.1.2 Formation of committees and working groups (ethics, bioethics, editorial, technology, etc.) (2025-1, RIILSA Master Plan).

Indicators/deliverables:

- Final RIILSA organizational chart.
- List of committees and working groups and their members.

Goals/Expected impact:

- Better governance for the management of the network and its master plan.

Contribution Objective 2.2: Review and generate guidelines for the operation of RIILSA.

Strategic Initiatives:

- 2.2.1 Define the working teams and guidelines to be developed (2025-I).
- 2.2.2 Establish guidelines, policies, and regulations for collaboration, agreements, joint purchases, resource and infrastructure sharing, social responsibility, and definition and monitoring of RIILSA research lines (2025-II).
- 2.2.3 Develop a Code of Ethics to strengthen the ethical culture within the Network (2026-I).

Indicators/Deliverables:

- List of teams and members.
- Guidelines, policies, and regulations.
- Code of Ethics.

Goals/Expected impacts:

- Improved effectiveness and efficiency in meeting the objectives of RIILSA's master plan.

Contribution Objective 2.3: Document and systematize processes to optimize RIILSA's operations.

Strategic Initiatives:

- 2.3.1 Identify the processes carried out by RIILSA (2025-I).
- 2.3.2 Compile institutional documents and international references (2025-I).
- 2.3.3 Design and develop operating manuals: event organization, network operation, communication, registration of research projects, registration of new RIILSA members, repository and microsite management, etc. (2026-I).
- 2.3.4 Document the best practices of the institutions that create up RIILSA (2025-II – ongoing).

Indicators/deliverables:

- List of identified processes.
- Institutional documents and international references.
- Operating manuals.
- Good practice document.

Goals/expected impacts:

- Leverage the experience of all universities in the operation and management of the network.

Contribution Objective 2.4: Develop a training program in the areas of management and administration for RIILSA managers.

Strategic Initiatives:

- 2.4.1 Develop an induction program for new RIILSA members (2026-I).
- 2.4.2 Organize meetings, workshops, conferences, seminars, and thematic areas for students, professors, managers, and researchers (2025-II – ongoing).
- 2.4.3 Develop a training program to strengthen the negotiation, leadership, dissemination, and management skills of RIILSA members (2026-I).

Indicators/deliverables:

- Induction program for new members.
- Schedule of events.
- Training programs.

Goals/Expected impacts:

- Reduce the impact of manager mobility and the corresponding learning curve.

Contribution Objective 2.5: Design an evaluation model to measure the degree of consolidation of RIILSA considering the objectives of the Master Plan.

Strategic initiatives:

- 2.5.1 Define the indicators that will create up the evaluation model (2026-II).
- 2.5.2 Design the assessment tools (2027-I).
- 2.5.3 Apply the instruments on a regular basis (2027-I – annual).
- 2.5.4 Present the results of the application to the Network and the relevant authorities (2027-II – annual).

2.5.5 Incorporate the results of the application into RIILSA's planning (2027-II – annual).

Indicators/Deliverables:

- List of indicators.
- Assessment tool.
- Periodic reports.
- Presentation of each report.
- Improvement Plans.

Goals/Expected Impacts:

- Objectively evaluate the results of the master plan.

Contribution Objective 2.6: Define the management model for the RIILSA repository and microsite.

Strategic Initiatives:

- 2.6.1 Design the structure of the RIILSA microsite (2025-I).
- 2.6.2 Seek the best technological options in accordance with the design of the RIILSA microsite (2025-I).
- 2.6.3 Operate the RIILSA microsite (2025-I).
- 2.6.4 Review the different repositories that have been used to locate the digitized information (2025-II).
- 2.6.5 Design the structure of the RIILSA repository (2026-I).
- 2.6.6 Operate and maintain the RIILSA repository up to date (2026-II).

Indicators/Deliverables:

- Site map and selection of proposed technology.
- Number of notes published, number of visits.
- Inventory of repositories.
- Repository map.
- Number of visits.

Goals/Expected Impacts:

- Strengthen communication and organization of the network both between universities and with different sectors.

3. Strategic axis: Dissemination and communication

Strategic objective: Develop a dissemination plan for initiatives that consolidate and position the Network and its members as agents of social and academic transformation at the international level.

Contribution Objective 3.1: Efficiently disseminate the activities carried out by the Network to different audiences.

Strategic Initiatives:

- 3.1.1 Define the target audiences and communication channels to be used, as well as the indicators for each channel used (2025-II)
- 3.1.2 Establish a mechanism for direct liaison between RIILSA and the communication departments of each university (2025-II to 2026-I, resources: communication team, representatives from each university to share information, budget for promotion on different platforms).
- 3.1.3 Feeding and updating information for the RIILSA microsite (2025-II - biannual)

Indicators/Deliverables:

- Number of visits and downloads on the microsite.

Goals/Expected impacts:

- Participation of RIILSA members in national and international conferences, giving presentations to raise awareness.
- Participation of all member institutions.
- Greater recognition and visibility for the network.
- Increased interaction with different audiences.

Contribution Objective 3.2: Disseminate the Network's outreach strategies.

Strategic Initiatives:

3.2.1 Establish a database and information gathering mechanism to showcase RIILSA's outreach activities (2026-II – biannual).

3.2.2 Feed and update information for the RIILSA microsite (2025-II – biannual).

Indicators/Deliverables:

- Number of participants in the strategies disseminated (conferences, calls for proposals)
- Number of publications resulting from the strategies disseminated with Network members.
- Number of institutions and number of projects in which the institutions participate.
- Number of collaborative projects carried out between the Network and other public and private organizations.

Goals/Expected impacts:

- Encourage all network members to implement the dissemination strategies.
- Strengthen networking.

- Greater integration of institutions in joint initiatives.

Contribution Objective 3.3: Raise awareness of the dissemination and outreach resources available to the Network.

Strategic Initiatives:

- 3.3.1 Establish and propose communication strategies that assist consolidate and disseminate work and create links for and by the Network (2026-I semester).
- 3.3.2 Define the working teams and frequency with which they will evaluate and create dissemination plans (2026-II semester, Communication and Dissemination Team, RIILSA microsite, budget for dissemination strategies).

Indicators/Deliverables:

- Database and registration forms.
- Number of people/users who have access to the resources.
- Number of downloads and materials consulted.
- Average time spent on the page (repository) where the resources are hosted.
- Reach (number of people impacted) for each campaign or dissemination on social media.

Goals/Expected impacts:

- Increase the number of visits to the RIILSA website.
- Make better utilize of available communication channels.
- More efficient dissemination of the Network's activities and academic output.

Contribution Objective 3.4: Identify the most effective dissemination and outreach channels.

Strategic Initiatives:

- 3.4.1 Diagnosis and analysis of current dissemination channels, as well as communication plans and content (2027-I semester, survey and impact assessment team, digital surveys to measure audience preferences (Google Forms, SurveyMonkey), investment in automation and audience segmentation tools).

Indicators/Deliverables:

- Percentage growth of audience per channel in a given period.
- Percentage of members who are aware of all available channels of the Network.
- Percentage of users who utilize the information received through each communication channel.

Goals/Expected impacts:

- Increase the number of users and interactions on each channel.
- Optimize internal and external communication within the network.
- Strengthen the sense of belonging and collaboration among Network members.

4. Strategic focus: Social Impact

Strategic objective: To design a model for evaluating the social impact of research carried out at Lasallian universities in the Network.

Contribution Objective 4.1: Establish a definition of social impact for Lasallian universities based on national and international frameworks of what social impact is.

Strategic Initiatives:

- 4.1.1 Review of concepts of social impact of research (2025-II).
- 4.1.2 Analysis of information for the construction of the concept (2025-II).

Indicators/Deliverables:

- Document with national and international concepts and criteria for evaluating social impact.
- Definition of social impact that will serve as the framework for developing the evaluation model.

Goals/Expected impacts:

- To be defined based on the proposed definition of social impact.
- Propose at least five national and five international criteria.

Contribution Objective 4.2: Establish qualitative and quantitative indicators of the social impact of research carried out at Lasallian universities.

Strategic Initiatives:

- 4.2.1 Review different documents on social impact indicators and establish consistency with the established definition (2026-I, working team, databases, documents).
- 4.2.2 Propose quantitative and qualitative indicators (2026-II, working team, databases, documents).

Indicators/deliverables:

- List of quantitative and qualitative indicators for social impact assessment.

Goals/Expected impacts:

- Have a tool/rubric to assess the social impact of the network's projects and activities.

Contribution Objective 4.3: Define the model for evaluating the social impact of research carried out at Lasallian universities.

Strategic Initiatives:

- 4.3.1 Construction of the social impact assessment model (2027-I and 2027-II).

4.3.2 Design of the tool for assessing social impact (2027-I and 2027-II, working team, related networks, among others).

4.3.3 Development of an operating manual that includes a flow chart of the stages of the model (2027-I and 2027-II).

4.3.4 Disseminate the first version of the social impact assessment model document (2028-I).

Indicators/Deliverables:

- Social impact assessment model document.
- Tool for assessing social impact.
- A manual of procedures for operating the model in Lasallian universities.

Goals/Expected impacts:

- To have a tool that allows for the evaluation of the social impact of the network's projects.

Contribution Objective 4.4: Validate the model for assessing the social impact of research carried out at Lasallian universities.

Strategic Initiatives:

4.5.1 Invite a sample of Lasallian universities to participate in the validation process (2028-II, coordinated by RIILSA).

4.5.2 Training on reporting information (2028-II).

4.5.3 Apply the social impact assessment model to the sample of universities (2029-I).

4.5.4 Analysis of the information obtained in the application (2029-II).

4.5.5 Identification of areas for improvement in the model (2029-II).

4.5.6 Adjustments to the first version of the social impact assessment model (2030-I).

Indicators/Deliverables:

- Number of Lasallian universities participating in the validation process.
- Number of projects reported.
- Number of people participating in the validation of the model.
- Report on observations derived from the application of the social impact assessment.

Goals/Expected Impact:

- Application of the social impact assessment model to review its relevance and feasibility.
- Feedback on the social impact assessment model.

5. Strategic axis: Internationalization

Strategic objective: Consolidate the internationalization process of RIILSA based on the recognition of its members and the establishment of strategic alliances to strengthen the impact of Lasallian research, the presence and global impact of the universities in the network, promoting international collaboration in the field of research, knowledge exchange, the strengthening of academic networks, and the continuous improvement of research quality.

Contribution Objective 5.1: Recognize the members who create up the Lasallian research network.

Strategic Initiatives:

- 5.1.1. Create a directory of Lasallian researchers for each Research Line (2025-II, database, forms, team responsible).
- 5.1.2 Regularly update the directory (permanent, database, forms, team responsible).
- 5.1.3 Reactivate the "collaboration networks" within RIILSA (2026-I, digital communication channels).
- 5.1.4 Map and identify research activities carried out (2025-II, research activity reports).

Indicators/Deliverables:

- Number of researchers in the network.
- Number of international collaborations between researchers in the network.

Goals/Expected impacts:

- Have a complete directory of researchers in the network.
- Link and encourage collaboration among members.

Contribution Objective 5.2: Establish and strengthen international partnerships.

Strategic Initiatives:

- 5.2.1 Share and participate in calls for proposals to obtain resources (2026-II, biannual, participation budget).
- 5.2.2 Document current and past calls for proposals on the RIILSA microsite (2026-II, biannual participation budget).
- 5.2.3 Invite universities within the Lasallian network to participate in calls for proposals (2026-II ongoing).
- 5.2.4 Establish communication with other universities (2025-II ongoing).
- 5.2.5 Send invitations to Lasallian universities to join RIILSA (2026-I permanent).

Indicators/Deliverables:

- Number of new international research partnerships established annually.
- Percentage of international research projects in which universities in the network participate.
- Amount of international funding obtained for joint projects.

Goals/Expected impacts:

- Establish new international research partnerships over a given period.
- Increase the participation of universities in the network in international research projects over the next three years.
- Increase the percentage of resources from international funds.

Contribution Objective 5.3: Design and monitoring of the internationalization process.

Strategic Initiatives:

- 5.3.1 Strengthen communication and collaboration between AIUL, the Lasallian International Teaching Network (RIDUL), and RIILSA (2025-I and 2026-II).
- 5.3.2 Establish the procedure for the development of internationalization (2026-I).
- 5.3.3 Define the different scales or levels of research, as well as the desired objectives for each (2026-II ongoing).
- 5.3.4 Document and share beneficial practices in network research projects (2026-II ongoing).
- 5.3.5 Measure the results of internationalization in the short, medium, and long term (2027-I permanent).
- 5.3.6 Promote greater participation by Lasallian institutions in the annual meeting of researchers (evaluation of participation in 2027-I).
- 5.3.7 Prepare a report on RIILSA activities and results and upload it to the microsite (2027-I permanent annual).

Indicators/Deliverables:

- Internationalization plan.
- Number of internationalization activities implemented.
- Degree of compliance with the internationalization plan.

- Impact on international research.

Goals/Expected impacts:

- Develop and approve an internationalization plan for the network's research.
- Implement internationalization activities.
- Meet the objectives set out in the internationalization plan each year.

6. Strategic axis: Linkages and Financing

Strategic objective: Promote outreach and financing actions that enhance efficient resource management, inter-, multi- and transdisciplinary collaboration, and the transfer of knowledge and innovation to strengthen RIILSA.

Contribution Objective 6.1: Promote external financing actions for research projects

Strategic Initiatives:

- 6.1.1 Raise awareness of access to funding opportunities (2025-II permanent, website/repository, human resources).
- 6.1.2 Promote the attraction of financial and in-kind resources by strengthening links with companies and sources of funding (2025-II permanent, databases, planned events, website/repository, human and financial resources).
- 6.1.3 Promote strategic alliances to finance collaborative research (2025-II permanent, human resources, and coordination).

Indicators/Deliverables:

- To be defined based on the actions defined.

Goals/Expected impacts:

- Promote the sustainability of research.

Contribution Objective 6.2: Promote collaborative actions for the efficient management of research resources.

Strategic Initiatives:

- 6.2.1 Promote the implementation of management systems and processes for financial and in-kind resources (good practices) (2025-II to 2026-II, human resources, institutional infrastructure).
- 6.2.2 Promote joint procurement related to the network's functions with other networks that manage them (2025-II ongoing, human resources and coordination, institutional infrastructure).
- 6.2.3 Implement and update the centralized repository of projects, calls for proposals, and infrastructure (2025-II permanent, website/repository, human resources).

Indicators/Deliverables:

- Number of calls for proposals in which the institution participates.
- Amount of resources obtained (in thousands of pesos per year).
- Number of projects supported.

Goals/Expected impacts:

- Strengthen the development and impact of the Network's research projects.

Contribution Objective 6.3: Strengthen links for inter-, multi-, and transdisciplinary collaboration with different sectors.

Strategic Initiatives:

- 6.3.1 Promote student participation in collaborative projects (professional internships and social service) (2025-II permanent, calls for proposals, list of collaborative projects).

6.3.2 Strengthen collaboration between network institutions and collaboration between work teams to generate interdisciplinary, multidisciplinary, and transdisciplinary projects (2025-II permanent, calls for proposals, list of collaborative projects) with different sectors.

6.3.3 Strengthen collaboration with the AIUL Research Committee (2025-II permanent).

6.3.4 Propose organizational initiatives to promote recognition of interdisciplinary, multidisciplinary, and transdisciplinary work (2025-II to 2026-II, institutional policies).

Indicators/Deliverables:

- Number of collaborative projects.

Goals/Expected impacts:

- Promote inter-, multi- and transdisciplinary collaboration.

Contribution Objective 6.4: Promote the transfer of knowledge and innovation to different sectors of society.

Strategic Initiatives:

6.4.1 Increase training in R&D&I project management and fundraising for researchers, teachers, and students (2025-II permanent).

6.4.2 Strengthen the transfer of knowledge and beneficial practices in R&D&I and financing among members of the RIILSA Network (2025-II permanent, courses, workshops, webinars).

Indicators/Deliverables:

- Number of patents and prototypes.
- Number of projects transferred.

Goals/Expected impacts:

- Greater participation and dialogue with different sectors of society for the development of transdisciplinary projects.

FINAL COMMENTS

This year, 2025, marks the 300th anniversary of the papal bull approving the Institute, and on this tricentennial, it is essential to highlight the importance of resilience and the spirit of faith and innovation that our founder, Saint John Baptist de La Salle, had in facing all the challenges that came his way. For all Lasallians, his life and work are a great example to follow, not only in education but in all areas of our lives.

These roots are undoubtedly part of our DNA, and it is essential that we remember them as our purpose and live them every day. We are a community that was born with a purpose reflected in our values of faith, fraternity, and service. The Global Education Pact and the SDGs are more than just identified problems. They are calls for collaboration and action, global proposals that seek to raise awareness of the commitment we have as higher education institutions to society and to the generation and application of knowledge with social impact. UNESCO proposes in "The Futures of Education" a new social contract that allows us to consider differently about learning and the relationships between students, teachers, knowledge, and the world. In this social contract, research and innovation at all levels of education play a fundamental role. These calls to action that have been made in recent decades have been part of the Lasallian mission since its inception.

Our differences and the diversity of the institutions that create up RIILSA are our greatest strength. Over the years, we have recognized what sets us apart and we now have an essential opportunity to leverage our experience, history, and potential to take action and transform our society.

We have a great challenge ahead of us, but we are confident that with the network of experts we have in each of our institutions, our talent and human capital, and our long-term strategic vision, we will respond with commitment to the formation of committed professionals with values to propose

innovative solutions well grounded in the knowledge that is generated and applied every day in our universities.

Our diversity is our strength, and the network will be successful if we all work together in an ecosystem of innovation and entrepreneurship.

La Salle International Research Network, RIILSA

April 2025

APPENDICES

1.- Acronyms

AIUL – International Association of Lasallian Universities

RIILSA – La Salle International Research Network

RIDUL – International Lasallian Teaching Network

R&D&I – Research, Development and Innovation

2.- Work teams by Strategic Area

STRATEGIC AXIS 1. STRENGTHENING RESEARCH

MEMBERS	INSTITUTION
Dolores Martínez	La Salle University Morelia
Lorena Broca	La Salle University Oaxaca
Joaquín Liedo	La Salle University, Pachuca
Patricia Villasana Ramos	La Salle University Bajío
René Adrián Moreno Parra	La Salle University Chihuahua
Mayany Larrañaga Moreno	La Salle University Cuernavaca
Anabell Covarrubias Díaz-Couder	La Salle Northwest University
Esther Vargas	La Salle University Mexico

STRATEGIC TEAM 2. R&D&I MANAGEMENT AND ADMINISTRATION

MEMBERS	INSTITUTION
Karina Coronel	La Salle Bajío University
Juan Manuel Tello	La Salle University Morelia
Aaron Rodriguez	La Salle University Mexico
Eduardo Gómez	La Salle University Mexico
Roberto Antonio Vázquez	La Salle University, Mexico

STRATEGIC AXIS 3. AXIS OF DISSEMINATION AND COMMUNICATION

MEMBERS	INSTITUTION
Rodolfo Ledesma	La Salle University Mexico
Sinead Martínez	La Salle University Pachuca
Claudia Peña	La Salle University Saltillo
Leticia Canel	La Salle University Laguna
Michelle Quesada	La Salle University Costa Rica
María del Carmen Ramírez	La Salle University Puebla
Cristina Barrientos	La Salle University Nezahualcóyotl

STRATEGIC AXIS 4. SOCIAL IMPACT

MEMBERS	INSTITUTION
Cristina Barrientos	La Salle University Neza
Karina Coronel	La Salle Bajío University
Leticia Canel	La Salle University Laguna
Carmen Ramirez	La Salle University Puebla
René Moreno	La Salle University Chihuahua
Patricia Báez	La Salle University Victoria
Sinead Martinez	La Salle University, Pachuca
Esther Vargas	La Salle University Mexico
Roberto Vázquez	La Salle University Mexico

STRATEGIC AXIS 5. INTERNATIONALIZATION

MEMBERS	INSTITUTION
Anabell Covarrubias Diaz-Couder	La Salle Northwest University
Juan Manuel Tello Contreras	La Salle University Morelia
Lorena Carina Broca Domínguez	La Salle University Oaxaca
Joaquín Liedo Lavaniegos	La Salle University, Pachuca
Michelle Quesada Victor	La Salle University Costa Rica
Rodolfo Ledesma Valdez	La Salle University Mexico
Aaron Rodriguez Delgado	La Salle University Mexico

STRATEGIC AXIS 6. LINKAGES AND FINANCING

MEMBERS	INSTITUTION
Victoria Contreras García	La Salle University Mexico
Ariadna Rabelo Aguilar	La Salle University Cancún
Patricia Villasana Ramos	La Salle University Bajío
Anabell Covarrubias	La Salle Northwest University
Eduardo Gómez Ramírez	La Salle University Mexico

RIILSA RESEARCHERS



Click to meet the RIILSA Researchers



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