

2012-13
ANNUAL REPORT

HISPANIC EDUCATIONAL TECHNOLOGY SERVICES
STATE-OF-THE-ART VISION FOR 20 YEARS



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Message from the 2012-2013 Chairman of the Board of Directors



MANUEL J. FERNÓS, ESQ., CHAIR
President
Inter-American University of Puerto Rico

Twenty years ago, HETS began a journey of innovation in Higher Education, thanks to the involvement and aspirations of a significant group of members highly committed to the vision of the organization. Members themselves embarked on a journey towards enhanced opportunities in higher education. Right from the beginning, our members knew it was possible to transform higher education and open up a world of possibilities for students through technology innovation. This group of visionaries acknowledged the value of technology as a means to reach their institutional goals and gathered to dynamically propose and guide strategies toward this end. As HETS celebrates its 20th Anniversary, it is an honor to take you through the most significant achievements of our history.

HETS is taking a very active role in the search of state-of-the-art, competitive opportunities for its affiliated postsecondary institutions. At the same time, it has been creating unique spaces to promote the extraordinary innovative work of our institutions. One very powerful word characterized these 20 years: SYNERGY. Every single accomplishment was the result of true collaboration. It was a year marked by contributions from the vast number of experts from our institutions. This, precisely, is what constitutes the nature and uniqueness of this organization. As a group of visionaries, we acknowledge the value of technology as a means to reach our institutional goals, and gather to dynamically propose and guide strategies toward this end.

On behalf of the HETS Board of Directors, I would like to thank our members and partners for such valuable contributions and, especially, for sharing this vision.

Best regards,

A handwritten signature in black ink that reads "Manuel J. Fernós". The signature is fluid and cursive, with a prominent flourish at the end.

Manuel J. Fernós, Esq., Chair

Message from the Executive Director

I have the privilege to work for HETS, since April 1999. But in January 2006, I was selected as the new Executive Director, after the organization's former principal executive, Dr. Nitza Hernández, finished her long-term, contributing role.

That same year, HETS began an organizational strategic transformation process that included the development of its first formal strategic plan focused on three core areas: Technology Resources and Infrastructure, Faculty Development, and Student Support. A new vision and mission were also proposed, and approved.

This strategic plan had a great role in the growth and progress experienced by HETS throughout the past years. The initiatives implemented allowed HETS to gain recognition as a services provider to faculty, administrators and students, and position itself as a leading organization dedicated to transform post-secondary education through the effective use of technology.

In 1993, seven institutions started this new adventure called the Hispanic Educational Telecommunications System. After 20 years, the HETS Consortium, known since 2006 as Hispanic Educational Technology Services, has a total of 40 members and corporate partners across ten states in Mainland US, Puerto Rico, Colombia, and Honduras.

Our achievements are reflect in the quality of our services like: the peer reviewed HETS Online Journal, the Best Practices Showcase Conference, offerings of face to face and online trainings, and the Virtual Plaza portal full of resources and tools for faculty, administrators and students at HETS.ORG.

I profoundly appreciate our members' commitment to this organization and their faith in the power of collaboration. This is what makes this organization so special, and what definitely makes our work at the HETS Office so rewarding. We extend an invitation to other institutions to join us, and help us increase the opportunities and success of Hispanic students in Higher Education.



Yubelkys Montalvo, M.A.



YUBELKYS MONTALVO, M.A.
HETS Executive Director

Hispanic Educational Technology Services 2012-2013 Board of Directors

Executive Committee



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of Puerto Rico



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Vice-Chair
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Ana G. Méndez University
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Dr. Antonio Pérez
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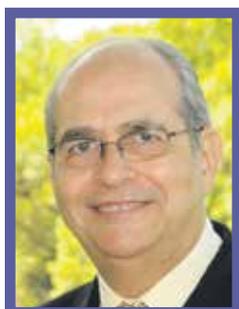
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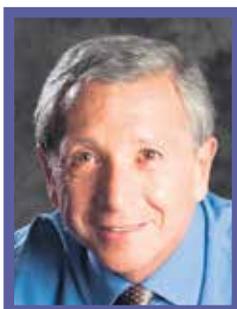
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President
ICPR Junior College



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National University College



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Affiliated Institutions

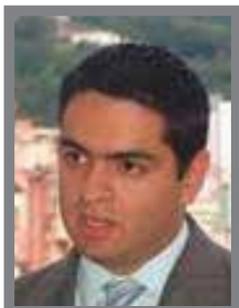
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Dr. Ileana Rodríguez García
 President
 Carlos Albizu University



Dr. Kojo Quartey
 City Colleges of Chicago
 (Designated representative)



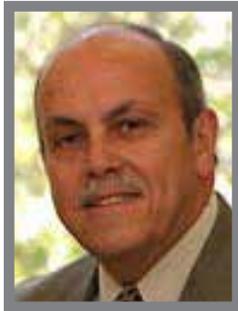
Prof. Martha Hinojosa
 Fort Hays State University
 (Designated Representative)



Jeremy Travis, Esq.
 President
 John Jay College of Criminal Justice (CUNY)



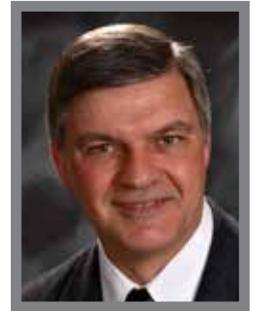
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 President
 Kutztown University of Pennsylvania



Dr. Ricardo Fernández
 President
 Lehman College (CUNY)



Dr. William L. Pollard
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 Medgar Evers College (CUNY)



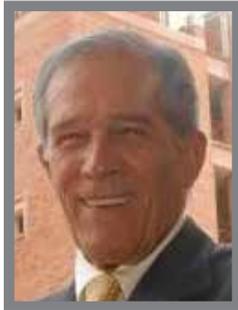
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 President
 Minnesota West Technical Community College



Dr. Myra Smith
 Springfield Technical Community College
 (Designated Representative)



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 President
Universidad Adventista de las Antillas



Dt. Alberto Montoya Puyana
 Chancellor
Universidad Autónoma de Bucaramanga (UNAB)



Dr. Lillian Negrón
 President
Universidad Central de Bayamón



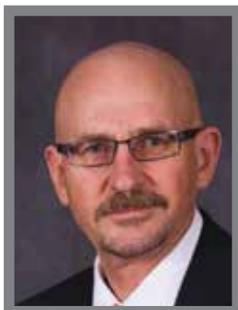
Dr. José Ginel Rodríguez
 President
Universidad Central del Caribe



Dr. Roger Danilo Valladares
 President
Universidad Tecnológica de Honduras



Dr. Clair Goldsmith
 University of Texas at Brownsville
 (Designated Representative)



Dr. Robert S. Nelsen
 President
 University of Texas- Pan American



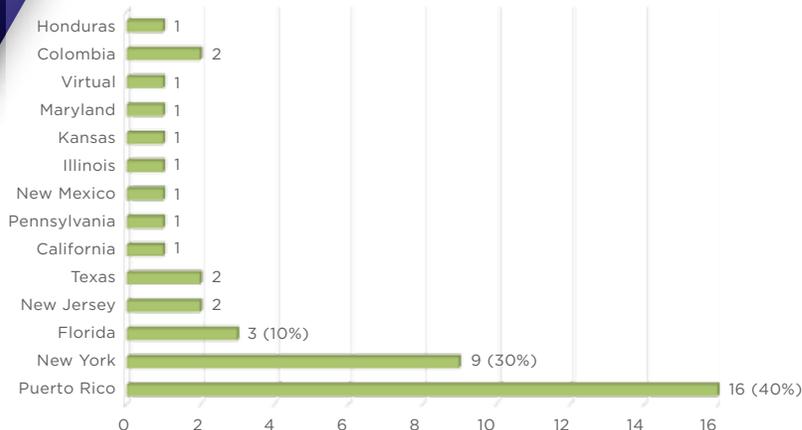
Dr. Cynthia Baum
 President
 Walden University



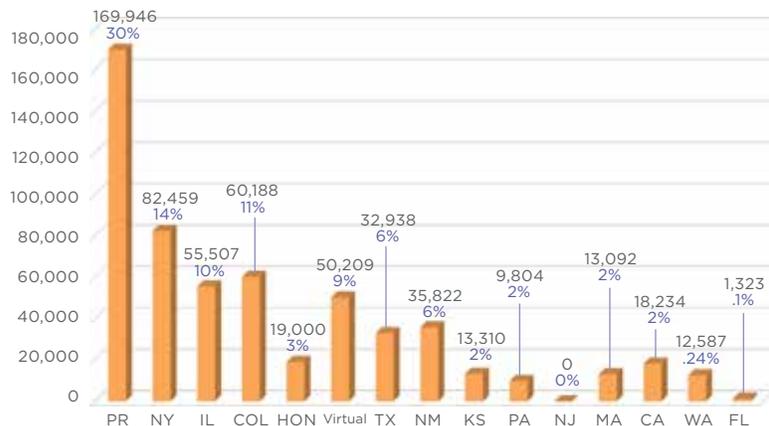
Ms. Waleska Lugo-De Jesús
 Westfield State University
 (Designated Representative)

HETS Members Profile 2012-2013

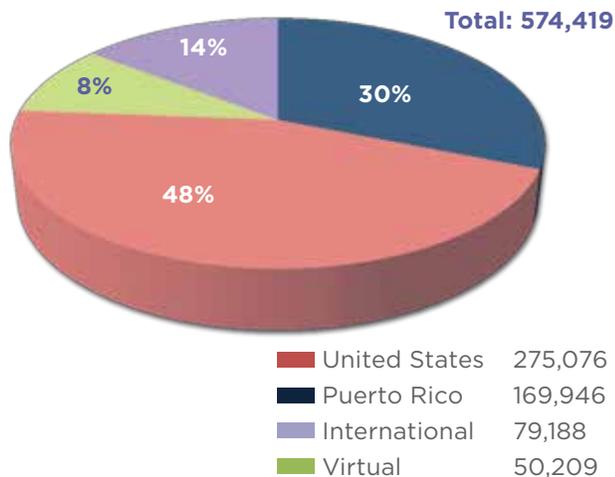
HETS Member Institutions by State or Country



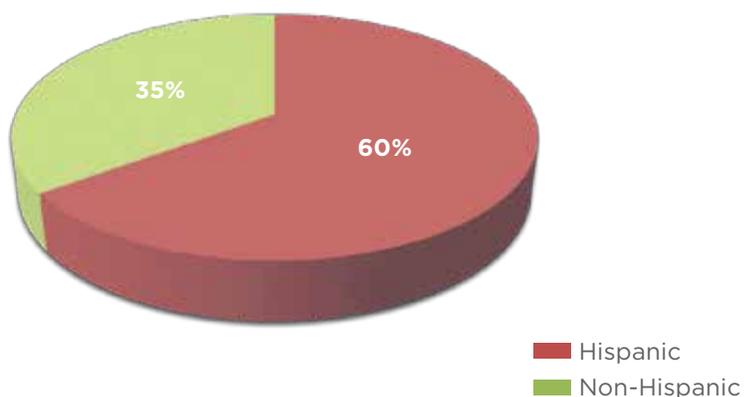
HETS Member Institutions: Enrollment by State or Country



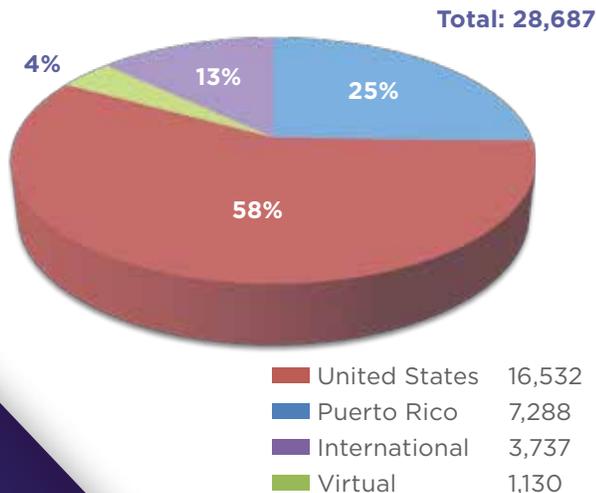
HETS Member Institutions: Total Enrollment



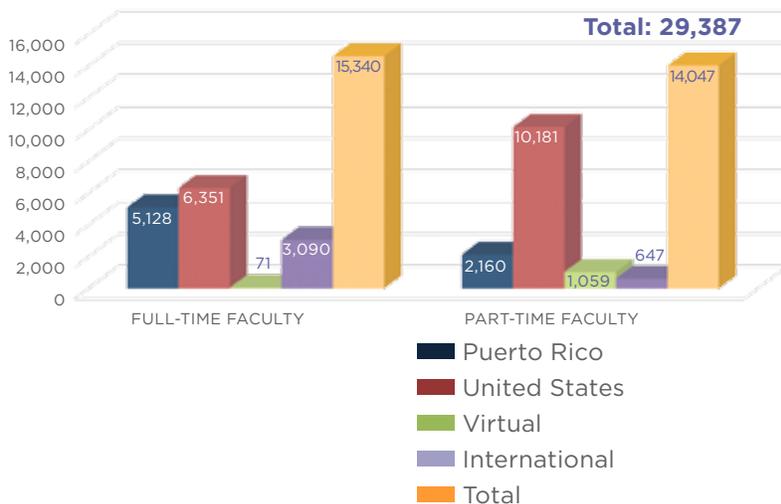
HETS Member Institutions: Hispanic Enrollment



HETS Member Institutions: Total Faculty



Full Time and Part-Time Faculty at HETS Member Institutions



HETS Membership 2012-2013

PUERTO RICO

Ana G. Méndez University System
Caribbean University
Colegio Universitario de San Juan
EDP University
Huertas Junior College
ICPR Junior College
Inter American University of Puerto Rico
National University College
Polytechnic University of Puerto Rico
Pontificia Universidad Católica de Puerto Rico
Universidad Adventista de las Antillas
Universidad Central del Caribe
Universidad Central de Bayamón
Universidad Carlos Albizu
Universidad del Sagrado Corazón
University of Puerto Rico

NEW YORK

Berkeley College
Borough of Manhattan Community College
Bronx Community College
College of Staten Island
Hostos Community College
John Jay College of Criminal Justice
Lehman College
Medgar Evers College
Queensborough Community College

TEXAS

University of Texas at Brownsville
University of Texas - Pan American

NEW JERSEY

Berkeley College
Bergen Community College

FLORIDA

Ana G. Méndez University System
Universidad Carlos Albizu

KANSAS

Fort Hays State University

ILLINOIS

City Colleges of Chicago

MASSACHUSETTS

Westfield State University
Springfield Technical Community College

MARYLAND

Ana G. Méndez University System

MINNESOTA

Minnesota West Community
& Technical College

NEW MEXICO

University of New Mexico

PENNSYLVANIA

Kutztown University of Pennsylvania

WASHINGTON

Eastern Washington University

VIRTUAL

Walden University
Ana G. Méndez University, Virtual Campus
Virtual College at Fort Hays State University

COLOMBIA

Universidad Autónoma de Bucaramanga
Universidad Cooperativa de Colombia

HONDURAS

Universidad Tecnológica de Honduras

CORPORATE PARTNERS

Consejo de Educación de Puerto Rico
Educational Testing Services
Ramona Munsell & Associates Consulting, Inc.
Blackboard, Inc.
Grupo Parada
Cengage
Oracle
PlattForm



Year 2012-2013: A New Strategic Stage

During year 2010-2011, HETS developed its most recent Strategic Plan. The plan approved by the Board of Directors in June 2011 focuses on three core strategic areas: access, retention, and assessment. The vision of the Consortium is to become the leading Hispanic bilingual technology-oriented consortium to efficiently and effectively enhance Hispanic student success and opportunities in Higher Education. A five-year term (2011-2016) was approved for the implementation of the plan to allow the organization to: set the bases for the change; grow internally and externally; develop resources required to accomplish tasks; and focus on strongly developing the three core areas.

2012-2013

Programmatic Goals

HETS is proud to share that the programmatic goals settled on the new strategic plan approved and implemented with three strategic core areas driven to promote, support, and increase the capabilities of member institutions to enhance Hispanic/Latino student success and opportunities. HETS has defined as its core strategic areas the followings:

ACCESS

Access strategic area refers to the dissemination of information and increase understanding of opportunities available for Hispanics to access and succeeds in Higher Education. HETS enhance the potential of recruitment efforts and increases Hispanics' understanding about opportunities available to access and succeed in Higher Education.

RETENTION

The Retention goal is driven to optimize Hispanics students at member's institutions through the promotion of strategic use of technology in order to support, drive, and optimize the retention of Hispanic students.

ASSESSMENT

The assessment core strategy aims to support members in applying effective and efficient assessment techniques to demonstrate the accomplishment of the overall institutional goals and the achievement of student success. Enhance members' capacity to demonstrate accountability, quality, and effectiveness through innovative assessment approaches by supporting member institutions in the establishment of a solid assessment culture through the use of technology.



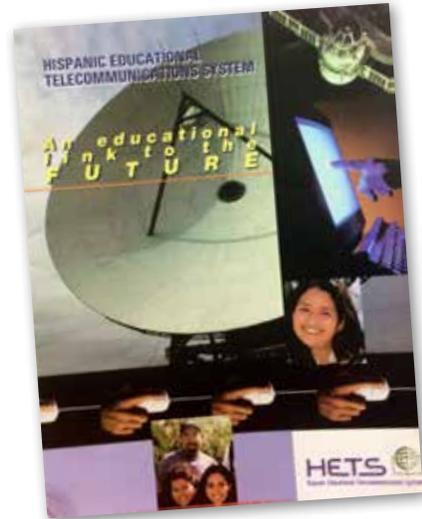
Year 2012-2013 was the first year of HETS new strategic period. Activities taking place throughout the year in order to achieve these goals included: professional development events, the publication of best practices and research through the HETS Online Journal, the dissemination of information and best practices through social media tools and the HETS websites, the first Virtual Best Practices Showcase, and the access to useful online resources for students, faculty, and administrators through the HETS Virtual Plaza. The organization's focus during this first year of implementation was mainly on:

- Increasing members' awareness and understanding of factors that impact Hispanics' access to Higher Education;
- Supporting Hispanics' efforts to access Higher Education;
- Showcasing and disseminating best practices in facilitating recruitment of Hispanic students;
- Promoting knowledge exchange and access to resources on how to effectively integrate, develop, and implement initiatives to improve retention;
- Fostering student support, motivation, and retention;
- Helping member institutions optimize faculty performance in both face-to-face and online environments through effective use of technology to promote motivation, student engagement, and academic success; and
- Promoting the establishment of a solid culture of assessment.

HETS: State-of-the-Art Vision for 20 Years

Enhancing the Capacity of our Members through Professional Development

The initial purpose of the HETS Consortium back in 1993 was to seek funds that would enable the affiliated institutions to share courses through telecommunications and videoconferences. In 1995, the organization received a grant from the U.S. Department of Commerce for nine member institutions to establish electronic classrooms with satellite connections to share their academic offerings at-a-distance. The awarding of a \$2 Million “Learning Anytime Anywhere Partnership” (LAAP) grant from the US Department of Education to develop an online network of support services aimed at helping students and faculty of bridge the digital divide. During the LAAP grant era (1999 to 2005), HETS was able to develop several online support projects, but, at the same time, it was able to gain great exposure within the Hispanic Higher Education sector in Puerto Rico and the United States. Also, through the LAAP grant, HETS provided incentives to faculty from 14 member institutions for the development of online courses, as well as for several academic collaboration initiatives among partner institutions to create joint, online degree programs and certificates.



In 2006, a key change and achievement was the Consortium’s focus on the development and delivery of professional development opportunities to address the needs identified among member institutions. HETS Professional Development Events, popularly known as PDEs, have been a signature service. This new venture gave HETS not only a means to provide member constituencies with the support needed to effectively implement and use technologies, but also a new vehicle towards self-sustainability in this post-grant era. Building an understanding of the increasing need for faculty development, support, and training has allowed HETS to build a system to strengthen and increase professional development opportunities



through a program that targets, not only faculty, but also administrators in the student support, instructional technology, and academic affairs areas.

By 2007, the PDEs began to be offered as part of a workshop series that allowed participants to earn a certification in the “Integration of New Technologies in Higher Education”, as well as continuing education credits. HETS also began the establishment of agreements with other educational institutions to provide members with additional professional development options.



In 2008, as part of the Professional Development Events (PDE) program, HETS delivered a training series for member institutions in the US Northeast Region. The “New York Training the Trainer Series” served the specific needs of institutions in the Northeast region. The design of this workshop series was the direct result of a needs assessment process that led to the identification of the specific service focus of the HETS Regional Office in New York. This year, two workshops were delivered (“Professional Development for Effective Online Instruction” and “Developing Effective Online Support Services”), and a third one was designed (“Assessing Quality in Online Course Design and Delivery”).

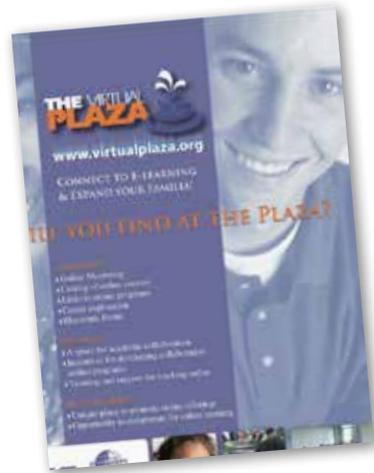
In 2009-2010, the HETS Certification workshops were redesigned to be delivered completely online on two different platforms (Blackboard and Moodle).

In 2012-2013, a total of seven sessions were offered with more than 150 participants. Since 2006, there have been more than 1,100 participations from faculty members, administrators, and other professionals in HETS professional development events, including the HETS Certification “Integration of New Technologies in Higher Education”, the New York “Training-the-Trainer” series, another workshop in New York on “Assessing Quality in Online Course Design and Delivery”, and the Teaching Online (TOL) workshop.



Other educational special events have included conferences in collaboration with Walden University, Blackboard, and Knowlity Corporation. HETS has also been offering educational services internationally through its partnership with Blackboard in countries like Colombia and Mexico.

Sharing and Promoting Innovative Practices through the Web



During the LAAP grant era (1999 to 2005), HETS was able to develop several online support projects. One of the most significant initiatives during this period included the development of the HETS Virtual Learning and Support Plaza (a.k.a. Virtual Plaza), a bilingual interactive virtual community for learning, support, and collaboration, for students, faculty, and professional mentors.



During year 2006-2007, HETS established an agreement to provide members with free access to the Testing and Education Reference Center (TERC). The TERC provides students with resources to prepare students for standardized tests, graduate degrees, and making career choices. During year 2009-2010, the "Career Transition" service was added to support students' job search process. Since 2007, the TERC has been accessed by nearly 10,000 visitors.

More recently, year 2010-2011, HETS has started to use social media tools to continue reaching out to new audiences and as a means to continue promoting best practices among members and non-members. The Consortium opened its YouTube Channel and, since then, it has expanded its presence in social networks like: Twitter, Facebook, LinkedIn, Pinterest, and Tumblr.



During 2011-2012, both of HETS websites were updated with numerous new tools. A collaboration agreement was established with Grupo Parada, HETS Major Corporate Partner, to increase the sites' visibility and functionality.

From 2010 to 2013, HETS websites visits have been increased by 212% due to Grupo Parada's recommendations to enhance HETS visibility. One of the reasons of this page view increase has been the publication of promotional pieces and catalogs, in English and Spanish, which can be accessed and downloaded from our website as a green organization. Also, the creation of new accounts in social media has helped to increase awareness on HETS website.

The HETS Online Journal: Taking Education to a Higher Level



One of the most significant achievements in the history of the Consortium was the development of its first peer reviewed journal. In June 2008, the Board of Directors approved a proposal presented by Dr. Eduardo Martí, former HETS Chairman, to develop the HETS Online Journal. The Journal's strategic focus is to disseminate research on restricting factors that limit Hispanic's access to Higher Education, share successful models that use technology to help Hispanic's overcome existing barriers to Higher Education, promote innovative practices focused on student retention, encourage research on factors that impact retention and technology based strategies to modify these factors and support faculty with the incorporation of assessment efforts to promote quality teaching and assess learning.

In 2012-2013 HOJ's Issues, we received a total of 18 submissions for evaluation. A total of ten articles were approved by the editorial board to be published. The peer reviewed process is translated on publication of only high quality articles. The Editorial Board has an important role for the journal's success. The strictness on the review and selection of articles to be published only delivers the best of the best.

The HETS Online Journal has an active participation from the Northeast region since four out of the seven reviewers are from this region: Dr. Howard Wach, Bronx Community College, Dr. Robert Whittaker, and Ms. Alyson Vogel, Lehman College and Ms. Pamela Krauser, Kutztown University. In addition, Prof. Purísima Centeno, Universidad de Puerto Rico, Dr. Carlos Morales, President, Tarrant Community College collaborates on effort who Dr. Ivonne Chirino-Klevans directs, as Chief Editor since the inception of this effort on 2010.

This project incorporates the talent of member institutions, as they explore and provide insights about their experience with issues affecting the Latino population in higher education. The first issue was launched in 2010 and second issue in March 2011. Since then, the journal has been regularly published twice a year (fall and spring). As of April 2013, a total of 29 articles highlighting innovative best practices have been published. The HOJ issues have had a combined total of 5,000 views.



Staying Connected: Strategic Collaboration and Alliances



In 2005, right after the culmination of the LAAP grant period, HETS began moving on with the celebration of the First Hispanic Virtual Congress: Blending Technology, Cultural Diversity and Distance Learning in Hispanic Higher Education. This initiative was the result of collaboration with Universia.pr, the Hispanic Association of Colleges and Universities (HACU), WCET, CONAHEC and CREAD.

HETS exposure and networking opportunities were further expanded in 2006-2007 with the Consortium's First Presidential Networking Session, focused on "Generating Economies of Scales for the Integration of New Technologies in Education". During this enriching event, college presidents joined their peers from other educational institutions, business executives, and leaders from professional and nonprofit organizations to explore collaboration opportunities for the future of Higher Education. A first session took place in San Juan, Puerto Rico and a second session was later celebrated at the Bronx Community College in New York. Other key events during this year included the HETS Roundtable Discussions on Student Retention Strategies in Higher Education, where member institutions got together to discuss student retention strategies and initiatives. Discussions held led to a compilation of a comprehensive report on Best Practices on Student Retention in Higher Education.



In 2008, through collaboration with Miami Dade College, as part of its FIPSE eWriting Project, member institutions were provided access to innovative ESL online modules and resources.



Another partnership was established with Kutztown University's Small Business Development Center (SBDC) to offer HETS members access to an extensive series of online non-credit Entrepreneurship courses, in both English and Spanish.

Also, HETS partnered in October of 2008 with Walden University to deliver an educational symposium on the future of virtual education in Puerto Rico and other countries. After the successful experience in Puerto Rico, in June 2009, a similar event took place in Texas, as a way of serving member institutions in this area. The event focused on culture-friendly online strategies for learning across cultures, in

response to the particular needs of institutions in the region. Both symposia reached more than 200 participants. “Engaging Online Learning across Cultures: Culture-Friendly Online Strategies” was also transmitted via live webcast.

In 2007-2008, HETS major contribution in means of strategic collaboration and alliances has been the creation of its task forces, groups of experts (including faculty and administrators) from member institutions who work together to support the development and implementation of activities and services of benefit to our institutional stakeholders. The first three task forces focused on the areas of technology, faculty development, and student support, respectively, and gathered for the first time in December of 2007. Today, close to 100 member constituencies are part of the task forces. These teams have supported the organization in assessing member institutions’ training and infrastructure needs and establish recommendations to support existing needs within the scope of the Consortium.

In 2012, new task forces were identified: Distance Learning directors and Assessment leaders. During this academic year, more than 100 leaders in these areas had participated on different activities with the purpose of discussing common issues on the above mentioned areas and share their best practices. These discussions provided immediate feedback to identify common interests, needs and as a result, new projects emerged for the benefit of all HETS member institutions. Concurrent with the HETS summer Board Meeting, a Special Event was held to connect key administrators in the four different areas participated on round tables discussions, shared their best practices and exposed their ideas both at BMCC and also through the HETS virtual room on Blackboard Collaborate. These discussion sessions are available on HETS website www.hets.org or at our You Tube Channel.



In additions, 2012-2013’s promotion of strategic alliances, increased access and retention among HETS Member Institutions. Some examples of collaborations are a possible agreement between Westfield State University and Universidad del Sagrado Corazón, between Ana G. Méndez University System and Universidad Tecnológica de Honduras; and Universidad Cooperativa de Colombia (UCC) special interest to establish collaboration during the process of the elaboration and implementation of its online nursing program. As a result, members’ institutions, EDP University, Huertas Junior College, and others have contacted UCC in order to collaborate with them.



Commitment to Excellence and Innovation: The HETS Best Practices Showcase



In 2010, HETS once again established an important precedent by celebrating the first HETS Best Practices Showcase (BPS). More than 20 member institutions were represented. More than 120 participants and presenters attended; 32 different projects were presented. As a result of promotion efforts in the Northeast, 18 of the 34 proposals submitted were from members in this region.



During the first BPS, HETS also had the honor of having the participation of the Director of the White House Initiative on Educational Excellence for Hispanic-Americans as keynote speaker. As part of the BPS, HETS also organized its first ever Academic Fair, with the participation of 15 member institutions, including five institutions from the United States. Nearly 450 students attended this event and specific contact information was collected from more than 200 students.



In February 2012, the HETS Best Practices Showcase gathered the best 33 practices in access, retention, assessment, and STEM. A total of 17 member institutions from mainland US and PR and two non-member educational institutions from the US presented their best works in these four core areas. The event also provided the space for the second HETS Academic Fair, which gathered more than 500 attendees and more than 20 educational institutions.



Year 2012-2013 was the first year of the new HETS strategic period. Besides the beginning of the implementation of the new strategic plan, a key strategy during this year was the coordination of the first ever Virtual Best Practices Showcase. Opening in January 17th until February 8th, 2013, the HETS Virtual Best Practices Showcase started with a panel discussion at the Theater of the Inter

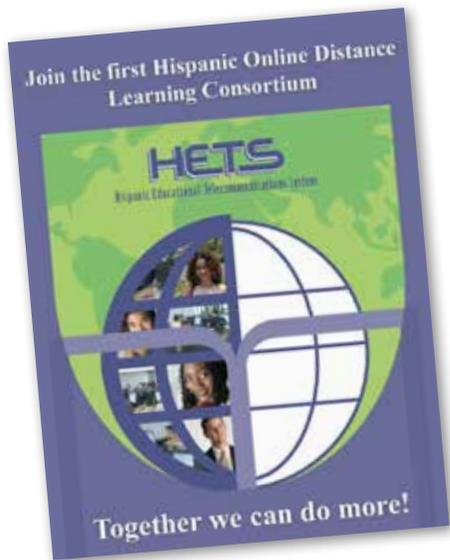
American University, Metro Campus. This panel of experts was moderated by HETS Chairman and President of IAUPR, Manuel Fernós, Esq. The tracks of the Virtual Best Practices Showcase were discussed briefly in this panel by the following experts in each field. The opening session panel and the recorded sessions of presentations transmitted live during the event can be accessed through the HETS Updates/*Al día* blog on its website www.hets.org.

HETS
BEST PRACTICES
SHOWCASE

20 years
años
HETS
Hispanic Educational Technology Services

Promoting Growth and Development

HETS organizational growth and development goals have been set to increase the potential of our services to our members.



Enhancing Sustainability

HETS celebrates this academic year 20 years of existence. Since its inception, the HETS Consortium has evolved from the use of telecommunications into the asynchronous modes of anywhere-anytime learning, and the use of technology to reach greater collaboration among and within educational institutions. It is the first bilingual consortium dedicated to expanding higher education and training opportunities to Hispanic learners through distance learning.

On 2012-2013, outreach efforts in Puerto Rico results in new members affiliated to the Consortia as follows: *Colegio Universitario de San Juan*, *Universidad Adventista de las Antillas*, ICPR Junior College and *Universidad Central del Caribe*. In the United States, also new members accepted our invitation to join: Springfield Technical Community College, Eastern Washington University, Bergen Community College, and Minnesota West Community & Technical College. In Latin America, new members from Honduras and Colombia were welcomed as well. In addition of these, also new corporate partners, Cengage and Oracle Academy joined the organization.

The organization was also able to continue and strengthen the relationship with its three first Major Corporate Partners: Ramona Munsell & Associates, Blackboard Inc., and Knowlity Corporation. More than \$192,000 in revenues was collected as part of the membership and partnership/sponsorship strategies, around 80% of the Consortium's total income for 2012-2013. Through workshops and special events, HETS was also able to collect more than \$20,000. All together, these revenues were crucial to support the development and delivery of services to member institutions and their constituencies.



Expanding Horizons through Strategic Outreach



During academic year 2011-12, the organization has expanded its exposure by strategically promoting services to members such as the Virtual Plaza, HETS Online Journal, Online Workshops and Best Practices Showcase to different audiences that surely would benefit from it. HETS had participated this year at the following special

events at our member's institutions: Inter American Congress (October 2011), Pontifical University of Puerto Rico Congress (October 2011 and 2012), AGMUS Congress and CSI Technology Fair (November 2011 and December 2012), Red Lationamericana de Cooperación Universitaria (October 2012), International Association of Universities at IAUPR (November 2012).

HETS Executive Director participated at the College of Staten Island Technological Fair in which students took advantage of the Virtual Plaza services presentations.



Promoting Our Work

In 2007, HETS also began a series of campus visits to actively promote its services among member institutions and increase exposure and recognition among member constituencies. These visits are also an essential vehicle to identify members' needs and challenges and, consequently, be able to find effective ways to support all its institutions in implementing the best approaches, making savvy decisions regarding technology systems, finding new opportunities, and collaborating for a successful technology development and integration. Campus visits have been highly significant, as well, in reaching out to faculty and administrators and achieving greater involvement from members. During year 2012-2013, nearly 500 representatives from more than 20 member institutions in Puerto Rico, mainland US, and internationally were reached.



HETS sustainability has been possible not only by the outreach efforts, memberships, workshops and special events, but by promoting our work and services. New alliances and collaborations have emerged as a result.

Recently, web presence has been determinant in reaching our goals. For public exposure, we have been actively using member's institution sites and HETS website (www.hets.org) to promote events and services, in addition to targeted email campaigns and social media applications such as: YouTube, Twitter, Facebook, LinkedIn, Pinterest, Tumblr and, HETS Updates/*Al día* blog in order to also increase the visits and interest in visiting our webpage's.



Additional promoting efforts have been made through the publication of print and online media such as the HETS Connection newsletter and also massive mailing of HETS annual report. The annual report was distributed among members and other institutions, such as HACU members. As a result of these mailing efforts, Bergen Community College from New Jersey, accepted our invitation and joined HETS.

Corporate and International Relations



A key change during year 2006-2007 was the amendment to the HETS Bylaws that allowed educational institutes, high schools, corporations, professional organizations, related nonprofit organizations, and corporations to affiliate to the Consortium and collaborate with member institutions. These organizations would now have the opportunities to participate in committees and task forces, attend HETS events at discounted rates, access data, and network and collaborate with HETS member institutions, among others.

Year 2008-2009, can be particularly remembered by the Consortium's active and successful partnership development efforts. Partnership development took a leading role since the beginning of 2009. HETS partnered with member institutions, corporate partners, and other partner organizations in aims of delivering new and expanded services to its membership. Agreements were established with Microsoft, Open Courseware Consortium, Tegrity Corporation, and Ramona Munsell and Associates, among others.

In 2009, one of the most important relationships established has been the partnership with Blackboard (Bb) Corporation. Bb agreed to a sponsorship and the provision of free one year license of the Blackboard Learning Management, Community, and Contents System in order to establish a HETS portal focused on collaboration and resource sharing. This portal continues to host member institution's best practices and online development opportunities. To date, the corporation continues to provide HETS with access to this system. The HETS Technology Task Force has had a crucial role in the development of the HETS-Blackboard portal. Bb has continued its relationship with the HETS Consortium as one of its major partners. HETS has also continued to provide educational support to other Bb clients and partners in Latin America. This has been a significant exposure opportunity for the Consortium.

In 2013, HETS has a total of three Major Corporate Partners, and six Corporate Members which share their vision and collaborations with HETS Board Members during the Corporate Sessions celebrated twice a year. Increase in corporate relations has resulted of new partnerships like Oracle Academy (already celebrated an event with them targeted to IT contacts) and Cengage.



2012-2013 Financial Statements

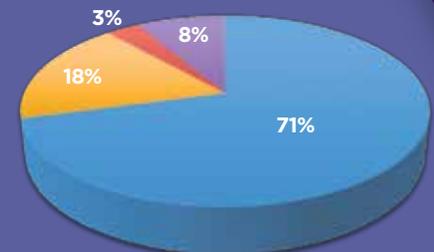
BUDGET ANALYSIS REVENUES

Description	Revised Budget 2011-2012	Actual Budget June 2012	Variance Budget vs. Actual	Percentage Achieved
Membership Dues	\$145,500	\$143,183	(\$2,317)	98%
Corporate Sponsorships and Donations	\$40,000	\$35,500	(\$4,500)	89%
Special Events	\$6,000	\$6,425	\$425	107%
Workshop Registration	\$21,375	\$17,100	(\$4,275)	80%
Other Income	-	\$25	\$25	
Total Revenues	\$212,875	\$202,233	(\$10,642)	95%

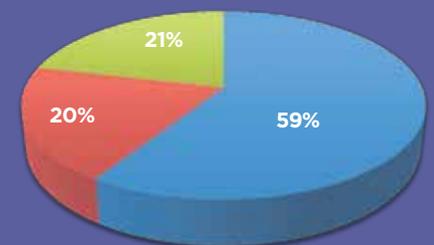
BUDGET ANALYSIS EXPENSES

Description	Revised Budget 2011-2012	Actual Budget June 2012	Variance Budget vs. Actual	Percentage Achieved
Administrative	\$115,100	\$117,978	(\$2,878)	103%
Subtotal	\$115,100	\$117,978	(\$2,878)	103%
Direct Services				
HETS Online Journal (Peer Rev)	\$5,600	\$4,444	\$1,156	79%
HETS Prof. Dev. Events (PDEs)	\$24,380	\$14,529	\$9,851	60%
Best Pract. Showcase (Virtual)	\$8,320	\$3,816	\$4,504	46%
Online Res. & Social Media	\$20,560	\$16,282	\$4,278	79%
Grant Opportunities	\$5,340	\$35	\$5,305	1%
Subtotal	\$64,200	\$39,106	(\$25,094)	61%
Operational				
Special Events	\$0	\$1,650	(\$1,650)	
Telecommunication	\$3,000	\$2,802	\$198	93%
Administration Support	\$672	\$1,044	(\$372)	155%
Supplies	\$800	\$391	\$409	49%
Travel	\$7,228	\$13,815	(\$6,587)	191%
Marketing & Promo Materials	\$12,900	\$13,735	(\$835)	106%
Liability Insurance	\$2,000	\$1,650	\$350	83%
Bad Debt Expense	-	\$5,460	(\$5,460)	
Miscellaneous	\$403	\$490	(\$87)	122%
Bank Fees	\$840	\$1,170	(\$330)	139%
Depreciation Expense	\$372	\$372	\$0	100%
PayPal Fees	\$360	\$4	\$356	1%
Reserve	\$5,000	-	\$5,000	
Subtotal	\$33,575	\$42,583	(\$9,008)	127%
Total Expenses	\$212,875	\$199,667	\$13,208	94%
Surplus		\$2,566		

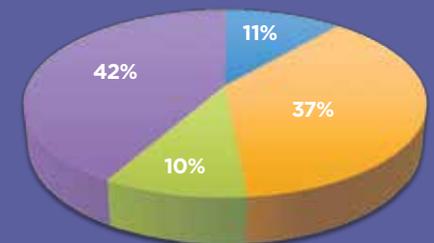
DISTRIBUTION OF 2011-2012 REVENUES



DISTRIBUTION OF 2012-2013 EXPENSES



DISTRIBUTION OF HETS 2012-2013 DIRECT SERVICES EXPENSES



Our Major Corporate Partners



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