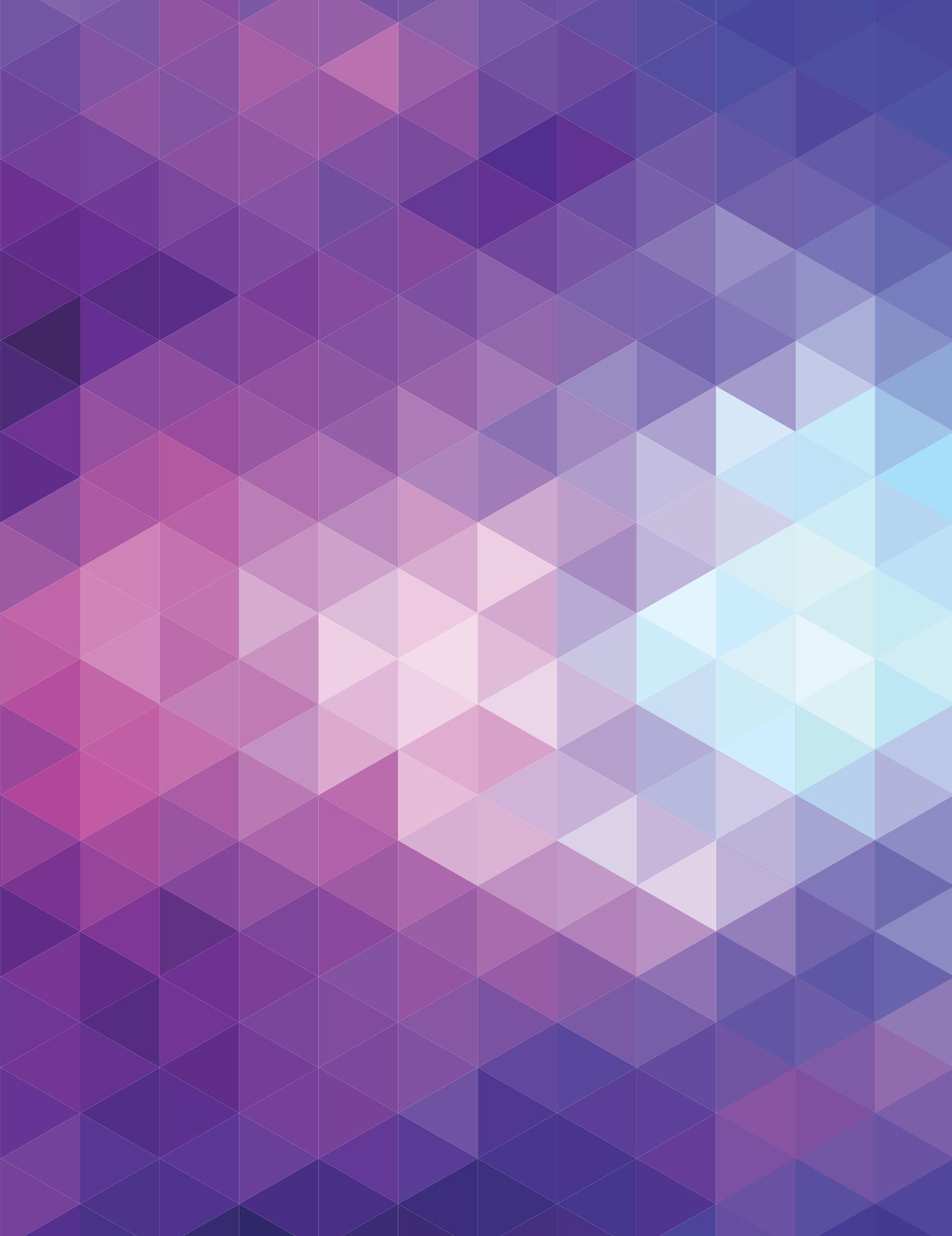


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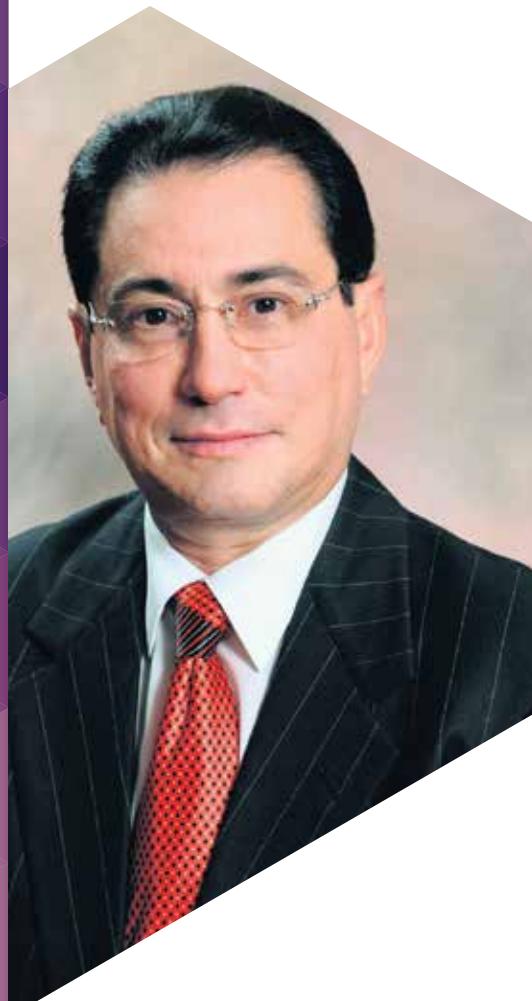




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# MESSAGE FROM THE CHAIRMAN OF THE BOARD



## **MANUEL J. FERNÓS, ESQ., CHAIR**

President  
Inter American University of Puerto Rico

Dear members, partners, and collaborators:

Year after year, HETS looks back at the accomplishments, challenges, and opportunities of both the organization and its members. This is a gratifying and envisioning process that allows us to continue planning for ways to accomplish our mission and vision to support our Hispanic communities. As we review year 2013-2014, we see a year filled with efforts at multiple levels to continue increasing opportunities for our members, their students, and faculty.

Our priorities this year were to help increase understanding of opportunities available to Hispanics in higher education and opening doors for them to succeed by optimizing efforts at our member institutions to enhance motivation, retention, and completion. Driving the culture of assessment at our member institutions was also a key target this year. Using technology to widen opportunities for our members and their constituencies has been our aim for years and, once again, this year, we were able to show that technology-based tools and strategies are fundamental to accomplishing our mission in this era.

Certainly, our members' active involvement has made our goals and objectives a reality. We are immensely grateful to them, their constituencies, our corporate partners, and our collaborators for facilitating the work of this organization and for providing us with new opportunities to grow and make an impact. This Annual Report summarizes and highlights not only the results of our work during 2013-2014, but also the product of your trust and support.

We hope you enjoy it. I look forward to another great year of collaboration.

Best regards,

A handwritten signature in black ink, appearing to read "Manuel J. Fernós". Above the signature is a small, slanted mark resembling a '1' or a checkmark.

Manuel J. Fernós, Esq., Chair

# MESSAGE FROM THE EXECUTIVE DIRECTOR

Dear Members and Colleagues:

I would like to begin by thanking our members for another year of significant support and direction. I would also like to thank our partners for their trust and contributions. The progress towards our annual goals and our mission is definitely not possible without our members and partners. It is a joy to review our annual work and see all we are able to accomplish thanks to the support we receive from you. Your invaluable feedback, your ongoing participation, and your commitment to the vision of our Consortium make a difference in our work year after year.

In 2013-2014, we were able to accomplish our annual goals and take advantage of new opportunities along the way. Our work included multiple efforts to disseminate and share best practices, identify and disseminate the many useful resources at our member institutions, provide access to numerous support resources for your constituencies, provide ongoing professional development opportunities for your faculty and staff, and identify expert resources to continue providing guidance on the use of technology to enhance opportunities for the Hispanic educational community.

We were able to serve our members in multiple ways. We were also able to continue our growth and development as a support organization and an advocate for Hispanic Higher Education. As we close this year, we want to share with you the results of our work by giving you an overview of the many milestones accomplished. Join us in celebrating another year of work towards our mission.

Sincerely yours,



Executive Director

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**YUBELKYS MONTALVO, M.A.**  
HETS Executive Director

# HISPANIC EDUCATIONAL TECHNOLOGY SERVICES 2013-2014 BOARD OF DIRECTORS

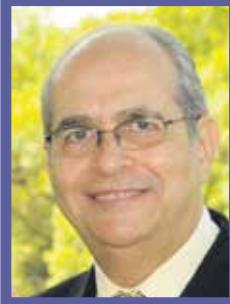
## EXECUTIVE OFFICERS



**Manuel J. Fernós, Esq.**  
**HETS Chair**  
President  
Inter American University  
of Puerto Rico  
(Member Institution from 1998)



**Dr. José F. Méndez**  
**HETS Vice-Chair**  
President  
Ana G. Méndez University System  
(Member Institution from 1993)



**Dr. José Jaime Rivera**  
**HETS Treasurer**  
President  
*Universidad del Sagrado Corazón*  
(Member Institution from 1999)

## BOARD MEMBERS



**Dr. Ricardo R. Fernández**  
President  
Lehman College  
(Member Institution from 1993)



**Dr. Uroyoán R. Walker**  
President  
University of Puerto Rico  
(Member Institution from 1993)



**Dr. Dianne B. Call**  
President  
Queensborough  
Community College  
(Member Institution from 2002)



**Dr. Jorge I. Vélez Arocho**  
President  
Pontificia Universidad Católica  
de Puerto Rico  
(Member Institution from 2005)



**Dr. Rudolph F. Crew**  
President  
Medgar Evers College  
(Member Institution from 2006)



**Dr. Carlos Vargas-Aburto**  
**HETS Second Vice Chair**  
**Designated Representative**  
Interim President,  
Kutztown University of Pennsylvania  
(Member Institution from 2004)



**Dr. Carole M. Berotte Joseph**  
**HETS Regional Representative**  
President  
Bronx Community College  
(Member Institution from 2004)



**Dr. William Fritz**  
Interim President  
College of Staten Island  
(Member Institution from 2008)



**Prof. Martha Hinojosa**  
Designated Representative  
Fort Hays State University  
(Member Institution from 2008)



**Dr. Ana Cucurella-Adorno**  
President  
Caribbean University  
(Member Institution from 2010)



**Dr. Dario A. Cortés**  
**HETS Secretary**  
President  
Berkeley College,  
(Member Institution from 2009)



**Eng. Gladys T. Nieves**  
**HETS Regional Representative**  
President  
EDP University  
(Member Institution from 2010)



**Dr. Richard Shrubb**  
President  
Minnesota West Community  
College & Technical Institute  
(Member Institution from 2012)



**Dr. Alberto Montoya Puyana**  
President  
*Universidad Autónoma de Bucaramanga*  
(Member Institution from 2012)



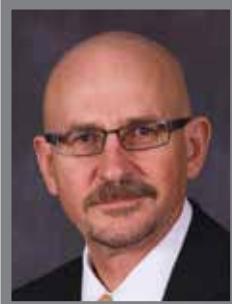
**Myra Smith**  
Designated Representative  
Springfield Technical  
Community College  
(Member Institution from 2013)



**Dr. Félix Matos Rodríguez**  
President  
Hostos Community College  
(Member Institution from 1993)



**Dr. Clair Goldsmith**  
Designated Representative  
University of Texas at Brownsville  
(Member Institution from 1993)



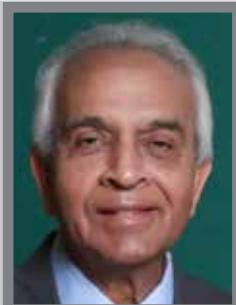
**Dr. Robert S. Nelsen**  
President  
University of Texas - Pan American  
(Member Institution from 1993)



**Jeremy Travis, Esq.**  
President  
John Jay College of Criminal Justice  
(Member Institution from 1995)



**Dr. Antonio Pérez**  
President  
Borough of Manhattan  
Community College  
(Member Institution from 1999)



**Dr. Ram Lamba**  
Interim President  
Carlos Albizu University  
(Member Institution from 2006)



**Dr. Lillian Negrón**  
President  
Universidad Central de Bayamón  
(Member Institution from 2006)



**Ms. María del Mar López**  
President  
Huertas College  
(Member Institution from 2007)



**Dr. Obed Jiménez**  
President  
Universidad Adventista  
de las Antillas  
(Member Institution from 2007)



**Dr. Gloria Baquero**  
President  
National University College  
(Member Institution from 2008)



**Ms. María P. Cuevas Carrasco**  
Designated Representative  
*Universidad Cooperativa  
de Colombia*  
(Member Institution from 2011)



**Dr. José Ginel Rodríguez**  
President  
Universidad Central del Caribe  
(Member Institution from 2012)



**Rafael Bonés**  
Designated Representative  
Westfield State University  
(Member Institution from 2012)



**Dr. Haydee Zayas Hernández**  
Interim Chancellor  
Colegio Universitario de San Juan  
(Member Institution from 2012)



**Ms. Olga E. Rivera**  
President  
ICPR Junior College  
(Member Institution from 2012)



**Roger D. Valladares, Esq.**  
President  
*Universidad Tecnológica  
de Honduras*  
(Member Institution from 2013)



**Dr. Tomás D. Morales**  
President  
California State University  
San Bernardino  
(Member Institution from 2013)



**Dr. María L. Hernández  
Núñez, MSN, DHC**  
President  
Athenas College  
(Member Institution from 2013)



**Dr. Carlos Morales**  
President  
Tarrant County  
College District – Texas,  
(Member Institution from 2013)

## AFFILIATED MEMBERS

**Dr. Ernesto Vázquez Barquet**  
President  
*Universidad Politécnica de Puerto Rico*  
(Member Institution from 2002)

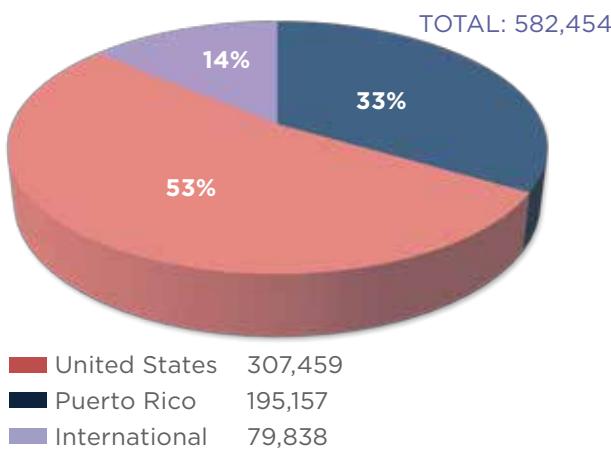
**Dr. Rodolfo Arévalo**  
President,  
Eastern Washington University,  
(Member Institution from 2013)

**Dr. B. Kaye Walter**  
President,  
Bergen Community College,  
(Member Institution from 2013)

**Dr. Gail O. Melow**  
President,  
LaGuardia Community College, CUNY,  
(Member Institution from 2013)

# HETS MEMBERS PROFILE 2013-2014

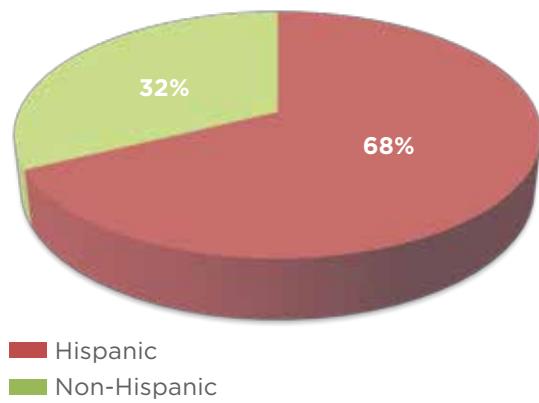
## HETS MEMBER INSTITUTIONS: TOTAL ENROLLMENT



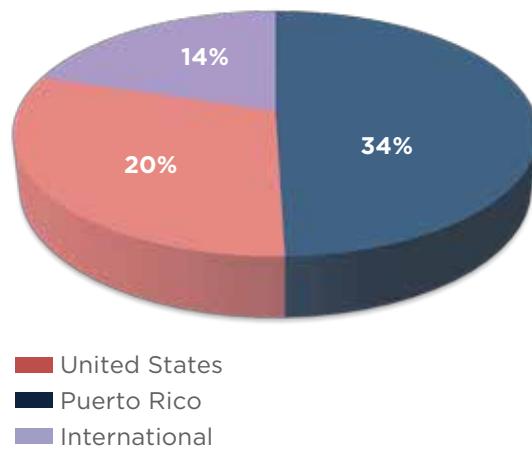
## HETS MEMBER INSTITUTIONS: ENROLLMENT BY STATE OR COUNTRY



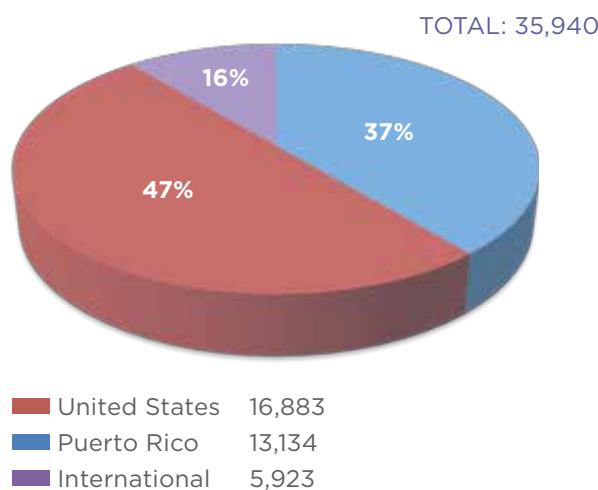
## HETS MEMBER INSTITUTIONS: HISPANIC ENROLLMENT



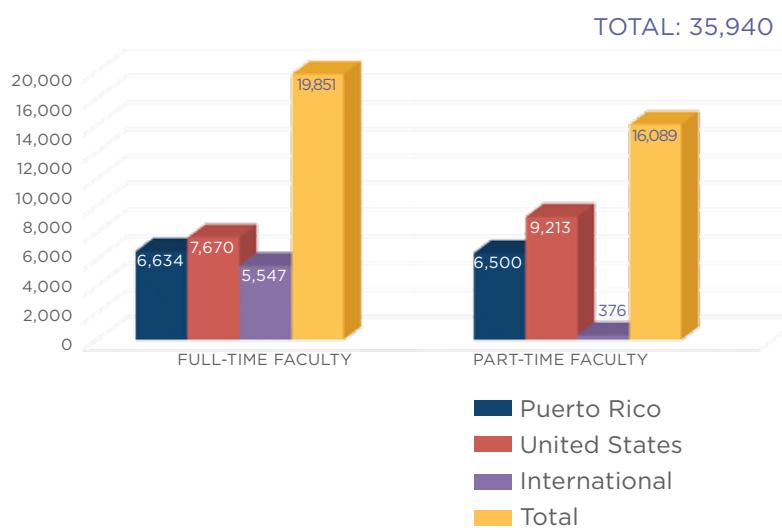
## HETS MEMBER INSTITUTIONS: DISTRIBUTION OF HISPANIC ENROLLMENT



## HETS MEMBER INSTITUTIONS: TOTAL FACULTY



## FULL TIME AND PART-TIME FACULTY AT HETS MEMBER INSTITUTIONS



# HETS MEMBER INSTITUTIONS & PARTNERS PER COUNTRIES 2013-2014



## PUERTO RICO

Ana G. Méndez University System  
Atenas College  
Caribbean University  
*Colegio Universitario de San Juan*  
EDP University  
Huertas 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

## UNITED STATES OF AMERICA

**CALIFORNIA**  
California State University, San Bernardino  
**FLORIDA**  
Ana G. Méndez University System  
*Universidad Carlos Albizu*  
**KANSAS**  
Fort Hays State University

## 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  
LaGuardia Community College  
Lehman College  
Medgar Evers College  
Queensborough Community College

## NEW JERSEY

Berkeley College  
Bergen Community College

## MARYLAND

Ana G. Méndez University System

## MASSACHUSETTS

Westfield State University  
Springfield Technical Community College

## MINNESOTA

Minnesota West Community & Technical College

## PENNSYLVANIA

Kutztown University of Pennsylvania

## TEXAS

Tarrant County College Connect  
University of Texas at Brownsville  
University of Texas - Pan American

## WASHINGTON

Eastern Washington University

## VIRTUAL

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

**MAJOR CORPORATE PARTNERS**  
Blackboard, Inc.  
Cengage Learning  
*Grupo Parada*  
Educational Testing Services (ETS)  
Latin Pak  
PlattForm Advertising  
Ramona Munsell & Associates Consulting, Inc.  
Socrates Connected

# VISION & MISSION

## OUR VISION:

To become the leading Hispanic bilingual technology-oriented consortium to efficiently and effectively enhance Hispanic student success and opportunities in Higher Education.

## OUR MISSION:

To promote, support, and increase the capabilities of member institutions to enhance Hispanic/Latino student success and opportunities by:

Providing training and support for faculty, staff, and students from member institutions; Facilitating, promoting, and nurturing strategic alliances among HETS members and the academic, government, and corporate sectors; Supporting the integration of new education technologies; and Identifying and gathering expert support and resources for member institutions.



## CORE AREAS

### STRATEGIC AREA 1: ACCESS

Disseminate information and increase understanding of opportunities available to Hispanics to access and succeed in Higher Education.

*Divulgar información y aumentar el entendimiento de oportunidades para que el estudiante hispano acceda y tenga éxito en la educación postsecundaria.*

### STRATEGIC AREA 2: RETENTION

Support, drive, and optimize the retention of Hispanic students at member institutions.

*Apoyar, promover y optimizar la retención de los estudiantes hispanos en las instituciones miembros.*

### STRATEGIC AREA 3: ASSESSMENT

Support members in establishing a solid assessment culture through the use of technology.

*Apoyar a los miembros en el establecimiento de una cultura sólida de avalúo a través del uso de la tecnología.*



## OVERVIEW OF STRATEGIC YEAR 2013-2014

In 2013-2014, HETS completed year 2 of the implementation of its most recent strategic plan period. The organization focused on the main core areas of this five-year period: access, retention, and assessment. HETS gave priority to services and activities that help increase understanding of opportunities available to Hispanics to access and succeed in Higher Education; support, drive, and optimize the retention of Hispanic students at member institutions; and foster a solid assessment culture through the use of technology. Activities taking place throughout the year in order to achieve these goals included, among others:

- Dissemination of research and promoting best practices related to Hispanic access, student retention, and assessment through the HETS Online Journal, social media tools, HETS websites, the HETS Connection, email campaigns, and the Best Practices Showcase
- Identification and dissemination of useful resources at member institutions
- Access to support resources and tools for students, faculty, and administrators through the Virtual Plaza
- Online professional development opportunities to support faculty in developing and implementing models that foster retention and using technology to facilitate assessment
- Identification of expert resources among members and partners to provide guidance on implementing retention/student engagement models through technology

*En el 2013-2014, HETS completó el segundo año de implantación de su plan estratégico más reciente. La organización centró sus esfuerzos en las tres áreas esenciales de su período estratégico de cinco años: acceso, retención y avalúo. De esta forma, el Consorcio dio prioridad a servicios y actividades destinadas a: aumentar el entendimiento sobre oportunidades disponibles para que el estudiante hispano acceda a y tenga éxito en la educación postsecundaria; apoyar y optimizar la retención del estudiante hispano en las instituciones miembros; y fomentar una cultura sólida de avalúo a través del uso de la tecnología. Las actividades y estrategias del año cubierto en este informe incluyeron:*

- *Divulgación de investigación y promoción de mejores prácticas en las áreas de acceso, retención y avalúo a través del HETS Online Journal, el Best Practices Showcase, medios sociales, los portales de HETS, el HETS Connection y campañas de correo electrónico*
- *Identificación y divulgación de recursos útiles en las instituciones miembros*
- *Acceso a recursos de apoyo y herramientas para estudiantes, facultad y administradores a través de la Plaza Virtual*
- *Oportunidades de desarrollo profesional en línea para apoyar a la facultad en el desarrollo y la implantación de modelos que promueven la retención y utilizan la tecnología para facilitar el avalúo*
- *Identificación de recursos expertos entre miembros y socios para proveer dirección en la implantación de modelos de retención y motivación del estudiante a través de la tecnología*

# SPECIAL EVENING FOR OUR FAMILIA: HETS 20TH ANNIVERSARY CELEBRATION

During 2013-2014, HETS organized a celebration to share with members and collaborators the 20th Anniversary of the Consortium. As part of the festivities, Board members and special invitees gathered at the Puerto Rico Department of State in Old San Juan in a cultural night on January 15, 2014. During the event, sponsored by the Department of State, founding members and special collaborators were recognized for their commitment and support throughout the organization's two decades of history. The protocol was followed by a fashion show presented by the students of the Fashion Design Department of Ana G. Méndez University System's Universidad del Turabo. The celebration was shared with members and other audiences through a special section in HETS website titled "HETS: State of the Art Vision for 20 years", which takes visitors briefly through the history of the Consortium. Several HETS leaders also filmed videos congratulating HETS on its 20th Anniversary, including former Chairs Dr. José F. Méndez, Dr. Eduardo Martí, Dr. Ricardo Fernández, former HETS Executive Director Dr. Nitza Hernández, and the current HETS Executive Director. These were also uploaded to hets.org.

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*Durante el 2013-2014, HETS organizó un evento para compartir con sus miembros y colaboradores la celebración del 20 aniversario del Consorcio. El 15 de enero de 2014, como parte de las festividades, HETS reunió a miembros de su Junta de Directores e invitados especiales en los predios del Departamento de Estado de Puerto Rico. Durante el evento, auspiciado por el Departamento de Estado, miembros fundadores del Consorcio, así como colaboradores especiales, fueron reconocidos por su compromiso y apoyo a través de las dos décadas de historia de la organización. Además, varios líderes de HETS grabaron mensajes de felicitación en vídeo, incluyendo al Dr. José F. Méndez, Dr. Eduardo Martí y el Dr. Ricardo Fernández, pasados presidentes de Junta, y la Dra. Nitza Hernández, pasada Directora Ejecutiva de HETS. Estos videos se publicaron en el portal de hets.org, en una nueva sección titulada: "HETS: State of the Art Vision for 20 years".*



# ENHANCING THE CAPACITY OF OUR MEMBERS THROUGH PROFESSIONAL DEVELOPMENT

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## THE HETS ONLINE JOURNAL

Another effort carried out to accomplish HETS programmatic goals during the reporting year was the HETS Online Journal (HOJ). The strategic objectives of this peer reviewed publication are 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. This year, a record total of 19 articles, out of 20 submitted, were published; ten in Spanish and nine in English. Published authors were from the University of Puerto Rico, Hostos Community College, University of Texas Pan-American, *Universidad Politécnica de Puerto Rico*, Bergen Community College, *Universidad Cooperativa de Colombia*, Pontificia Universidad Católica de Puerto Rico, Eastern Washington University, Queensborough Community College, and the Puerto Rico Department of Education. Also, an article from an individual IT Consultant was selected and published this year.

Otro de los esfuerzos realizados para cumplir con las metas programáticas de la organización durante el año 2013-2014 fue el desarrollo y la publicación de dos ediciones del HETS Online Journal (HOJ). Los objetivos de esta publicación profesional son: compartir modelos exitosos que utilicen la tecnología para ayudar al hispano a vencer las barreras en la educación postsecundaria; promover prácticas innovadoras enfocadas en la retención estudiantil; y apoyar a la facultad en la incorporación de esfuerzos de avalúo para promover la enseñanza de calidad y evaluar el aprendizaje. Este año, se publicaron 19 artículos de 20 sometidos para consideración, diez en español y nueve en inglés.

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## HETS SIGNATURE ONLINE WORKSHOPS

During 2013-2014, new online Spanish workshops and workshops in English were offered, awarding participants who completed them a total of 2.0 credits per topic. A total of nine sessions of the new Spanish workshops were delivered, with more than 200 participants from 12 member institutions, who were trained on topics related to access, retention, and assessment. The aforementioned sessions included a workshop tailored to the needs of *Universidad Cooperativa de Colombia*, focused on Reference Databases Management. Available workshops in English included one on “Using Learning Styles for Online Courses as a way to increase Hispanic Students” and one on “General Education and Outcomes Assessment”.

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*HETS ofreció durante el año talleres nuevos en línea, tanto en inglés como en español. Se ofrecieron nueve sesiones de los nuevos talleres en español en las áreas de acceso, retención y avalúo. Más de 200 miembros de facultad, administradores y otros profesionales de 12 instituciones miembros participaron de dichos talleres. Esto incluyó un taller individualizado en el área de manejo de bases de datos desarrollado para la Universidad Cooperativa de Colombia. Los dos talleres desarrollados en inglés se enfocan en el uso de estilos de aprendizaje en cursos en línea y avalúo de la educación y resultados.*

### PROFESSIONAL DEVELOPMENT EVENTS



## SPECIAL EVENTS

HETS educational agenda also included several special events in 2013-2014. For instance, in September 2013, HETS and Blackboard joined forces in the 2013 Blackboard E-Learning Forum at the Metropolitan Campus of the Inter American University, in San Juan, PR. More than 90 participants from 20 higher education institutions, corporations, and other organizations had the opportunity to interact with colleagues, share learning experiences, and learned about new technologies, innovations, trends in education, and the phenomenon of the Multimedia Student. In addition, a HETS workshop session during the event provided the opportunity to understand and maximize the use of platforms and its educational tools focused on assessment.

In April 2014, HETS and Cengage Learning offered an educational conference on the “learning experience in the exploration era” at the library of *Universidad Politécnica de Puerto Rico*. During the event, participants learned and shared about current challenges to education and how change can be achieved through the integration of pedagogy, technology, and content. Topics included: learning outcomes, the creation of learning experiences of high value in the 21st Century, the use of National Geographic as a tool to teach English as a Second Language, the development of information competition, and virtual libraries, among others.

On June 19 and 20, 2014, HETS celebrated the “Best Practices in Teaching with Technology” Showcase at Lehman College in Bronx, NY. Presenters showcased innovative projects such as the Lehman College BI (Business Intelligence) Tool, which helps predict trends in college enrollment, financials and faculty assignment. Another best practice showcased was “Maps, Apps, and Stats”, a library initiative to support quantitative research and reasoning. Three Lehman College professors presented “Flipping the Lehman College Classroom”, showcasing how they are able to encourage more classroom interaction by pre-recording lessons and making them available to students prior to class. Finally, two professors from the Nursing Department showed the methods employed to design an online course that contains all the “nuts and bolts” so students can get the most out of the course in “Building an Effective Blackboard Course/Best Practices”. With the support of Lehman College and Ana G. Méndez University System’s Sistema TV, all presentations were video-recorded and made available at the HETS portal. A total 30 participants attended the conference face to face and more than 40 from the US, Puerto Rico, Mexico, Peru, Venezuela, Dominican Republic, Spain, Italy, and Germany participated through live streaming.

*La agenda educativa de HETS en el 2013-2014 incluyó, además, varios eventos especiales. En septiembre de 2013, HETS y Blackboard aunaron esfuerzos como parte del Foro 2013 de Aprendizaje en Línea de Blackboard, celebrado en el Recinto Metropolitano de la Universidad Interamericana de Puerto Rico. En abril de 2014, HETS y Cengage Learning ofrecieron una conferencia educativa sobre la experiencia de aprendizaje en la era de la exploración en la Universidad Politécnica de Puerto Rico. Durante el evento, los participantes aprendieron y compartieron ideas sobre los retos actuales en la educación y cómo se puede lograr un cambio a través de la integración de pedagogía, tecnología y contenido, tomando en consideración las experiencias tanto de facultad como de estudiantes. El 19 de junio de 2014, HETS celebró el evento “Best Practices in Teaching with Technology” en Lehman College (Bronx, NY), y se presentaron algunas de las mejores prácticas de Lehman College en la enseñanza por medio de la tecnología. Éstas incluyeron: una herramienta de inteligencia empresarial que permite predecir tendencias en matrícula, finanzas y asignaciones de facultad; un proyecto de biblioteca para apoyar el razonamiento y la investigación cuantitativa; prácticas para motivar la interacción en el aula a través de la pre-grabación y acceso a las lecciones previo a la clase; y prácticas efectivas de diseño de cursos en línea, con enfoque en el área de enfermería.*

## COMMITMENT TO INNOVATION: THE HETS BEST PRACTICES SHOWCASE

HETS celebrated its Best Practices Showcase “Celebrating Technology Innovation for Hispanic Success in Higher Education” on January 16 and 17, 2014. This was the third time that HETS gathered faculty, administrators, and leaders from higher education institutions face to face to share their best practices hosted by the *Universidad del Sagrado Corazón* in San Juan, Puerto Rico. Every other year, this event takes place virtually. A total of 36 best practices in the areas of retention, assessment, and distance learning from institutions in Puerto Rico, New York, New Jersey, Texas, Kansas, Washington, Minnesota, California, and Colombia were showcased. In addition, the event included a pre-workshop on assessment delivered by Kutztown University, and an Academic Fair with more than 15 exhibition booths from HETS member institutions.

The event opened with an expert panel session moderated by HETS Chairman and President of IAUPR, Manuel Fernós, Esq., and had outstanding participation from Dr. Alberto Acereda, Senior Strategic Advisor at Educational Testing Services (ETS); Dr. María Mercedes Ruiz Cediel, Director of Educational Innovation and Technology at *Universidad Cooperativa de Colombia*, and Dr. Tito Guerrero, III, Vice President of the Middle States Commission on Higher Education. To close the event, the presenters with the highest scores from each of the conference tracks (Assessment, Distance Learning, and Retention) participated in a panel session facilitated by former HETS Executive Director, Dr. Nitza Hernández. Some of the practices shared included the use of new technologies in the classroom, new tools used to support present and online students, technologies to enhance students' success, and innovative assessment processes, among others. Videos of the highest ranked Best Practices were made available in the HETS portal, for the benefit of those who were not able to attend.

**ñ** *Por tercera vez se lleva a cabo de forma presencial el evento “HETS Best Practices Showcase” los días 16 y 17 de enero de 2014 en la Universidad del Sagrado Corazón en San Juan, Puerto Rico, pues anualmente se alternan la modalidad presencial y la virtual. Este evento celebra la innovación en el uso de la tecnología para lograr el éxito del estudiante hispano en la educación postsecundaria. En esta ocasión, se presentaron 36 mejores prácticas en las áreas de retención, avalúo y aprendizaje a distancia de instituciones en Puerto Rico, Nueva York, Nueva Jersey, Texas, Washington, Minnesota, California y Colombia. El evento incluyó, además, un taller sobre avalúo facilitado por Kutztown University y una feria académica para estudiantes, que incluyó exhibiciones de más de 15 instituciones miembros. El evento inauguró con un panel de expertos en las áreas de enfoque del evento y cerró con un panel compuesto por los presentadores de las prácticas que obtuvieron mayor puntuación. Algunas de las prácticas compartidas incluyeron: el uso de nuevas tecnologías en el aula, tecnologías para optimizar el éxito estudiantil, y procesos innovadores de avalúo, entre otras. Para beneficio de aquéllos que no pudieron asistir, se publicaron videos de las mejores prácticas con mayor puntuación en el portal de HETS.*



## WEB SERVICES AND SOCIAL MEDIA STRATEGIES

The organization reevaluated its Internet presence to move to a hosted approach that enhances user experience and provides better information, products, and services to members. New pages were added to HETS sites, following Board members' recommendations, to promote student exchange programs and publish job openings in the HETS website through a Members' Jobs and Internships section. Members are now able to use the HETS portal to post vacancy announcements. HETS also made workshop catalogs available at its website. In addition, during 2013-2014, in collaboration with its partner Educational Testing Service (ETS), HETS enriched the Virtual Plaza with immediate access to relevant educational research data compiled by internationally distinguished research scientists, and assessment experts.

HETS continued providing members with exclusive access to the Testing and Education Reference Center (TERC) to help students prepare for standardized tests, study fields, and graduate degrees. It also provides access to a Career Transition Service with career/job resources, job search process support, career path exploration, resume-building support, and help in applying for jobs. In total, the TERc registered more than 3,000 session counts, and more than 1,000 visits to the Career Transition module. HETS presence in social media platforms such as LinkedIn, Twitter, Facebook, Pinterest, Tumblr, and YouTube increased vastly during 2013-2014. In total, 70 email campaigns were sent to targeted audiences. HETS also shared nearly 10,000 tweets. The year ended with 250 Twitter followers, 564 Facebook likes, and almost 3,700 YouTube views.

*HETS reevaluó su presencia en Internet para optimizar la experiencia de los usuarios del portal de HETS y la Plaza Virtual. Se añadieron también nuevas páginas para promover programas de intercambio de estudiantes y publicar puestos vacantes en el portal de HETS. Se publicaron, además, los catálogos de los talleres en línea de HETS. También, se añadió a la Plaza Virtual acceso a datos y resultados de investigaciones relevantes en el campo de la educación realizadas por científicos distinguidos y expertos en psicometría y avalúo en colaboración con Educational Testing Service (ETS). Otro de los servicios en la red fue el "Testing and Education Reference Center", herramienta en línea para ayudar a los estudiantes a prepararse para exámenes estandarizados de entrada a la universidad, campos especializados y programas graduados; y la herramienta "Career Transition", una herramienta que provee acceso a recursos sobre carreras profesionales y empleos, apoyo en el proceso de búsqueda y solicitud de empleo, y apoyo en el desarrollo de resumés, entre otros. Este año, se registraron 3,000 sesiones en el TERC y más de 1,000 visitas al "Career Transition". HETS envió 70 campañas de correo electrónico y se publicaron cerca de 10,000 "tweets". El año cerró con 250 seguidores en Twitter, 564 seguidores en Facebook y cerca de 3,700 videos vistos en YouTube.*

## FOSTERING COLLABORATION AMONG HETS MEMBERS

During 2013-2014, new HETS Task Forces were identified in the areas of Retention, Distance Learning, Information Technology, and Assessment. More than 30 HETS member representatives accepted the invitation to collaborate with HETS. Each task force met virtually during the academic year, guided by a designated leader. Over 40 experts in total from the HETS Task Forces participated in a survey to identify common work agendas.

HETS also fostered strategic alliances among members to increase access to Higher Education and help enhance student retention. For instance, collaboration between the Ana G. Méndez University System and *Universidad Tecnológica de Honduras* took place during this year. Likewise, *Universidad Cooperativa de Colombia* (UCC) expressed interest in establishing collaboration to elaborate and implement an online nursing program. Member institutions EDP University and Huertas College, among others, contacted UCC.

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*Durante el 2013-2014, HETS identificó nuevos grupos de trabajo interinstitucional (“HETS Task Forces”) en las áreas de retención, aprendizaje a distancia, tecnología de la información y avalúo. Más de 30 representantes de las instituciones miembros de HETS aceptaron la invitación a colaborar. Cada grupo se reunió virtualmente durante el año, guiados por un líder designado. Además, sobre 40 expertos de estos grupos participaron en una encuesta para identificar agendas en común. Este año, HETS también fomentó alianzas estratégicas entre sus miembros. Como resultado, el Sistema Universitario Ana G. Méndez se unió en colaboración a la Universidad Tecnológica de Honduras y la Universidad Cooperativa de Colombia expresó interés en establecer una colaboración para desarrollar un programa de enfermería en línea. EDP University y Huertas College, entre otras, mostraron interés.*





## RESULTS OF THE 2013-2014 HETS SERVICES SURVEY

The HETS Services Survey was conducted to evaluate changes throughout all stages of the strategic plan implementation and better serve members by revising the strategic plan activities according to survey results. The survey was sent to 300 people in Puerto Rico and Latin America and 175 in the United States. A total of 36 key contacts from all member institutions in the USA and 52 key contacts from all member institutions in PR and Latin America participated in the survey. Following, we include highlights of the results of this survey:

- Participants showed interest in learning more about pedagogical strategies for online courses and mobile technologies in future HETS events
- Interest in the development of additional resources for the Faculty and Administrators Placita, including: Assessment; Instructional Strategies for Online Courses; Trends in Hispanic Higher Education; and Distance Education
- Participants identified free ebooks, free online tests, and scholarship search, tools for students included job search, interview simulators, and career path browsing as the most useful resources and tools for students
- Interest on HETS to continue developing tools and resources in English and Spanish, student readiness resources, career exploration modules, and STEM resources for students at the Student Placita
- More than 50% described overall services offered at the Virtual Plaza as good and more than 30% as excellent

*Este año, HETS administró nuevamente su encuesta anual de servicios. Con esta información, HETS procura mejorar continuamente sus servicios, revisando las actividades del plan estratégico a partir de los resultados de la encuesta. El instrumento se distribuyó entre 300 individuos en Puerto Rico y América Latina y 175 en los Estados Unidos. Un total de 36 contactos clave de las instituciones miembros en Estados Unidos y 52 representantes de las instituciones miembros en Puerto Rico y América Latina participaron en la encuesta. Se incluye, a continuación, un resumen de los hallazgos principales:*

- *Interés en conocer más acerca de estrategias pedagógicas para cursos en línea y tecnologías móviles*
- *Interés en el desarrollo de recursos adicionales para la Placita de Facultad y Administradores*
- *Los participantes identificaron como los recursos más útiles para estudiantes los libros electrónicos gratuitos, pruebas en línea gratuitas, búsqueda de becas, recursos de búsqueda de empleo, simuladores de entrevista y búsqueda de carreras*
- *Interés de que HETS continúe desarrollando herramientas y recursos en inglés y español, recursos para evaluar el nivel de preparación de los estudiantes, módulos de exploración de carreras y recursos STEM para la Placita de Estudiantes*
- *Más del 50% describió los servicios generales provistos en la Plaza Virtual como buenos y más del 30% como excelentes*

# PROMOTING HETS GROWTH AND DEVELOPMENT

## ENHANCING SUSTAINABILITY

Membership dues continued to be the main source of sustainability for the HETS Consortium, representing 60% of the Consortium's total revenues. However, other sources of income, such as donations sponsorships, increased significantly. Corporate Sponsorships and Donations increased by 80% in 2013-2014. This increase helped reduce HETS dependence on membership fees from 71% to 60%. Other sources of revenue included professional development events and the Best Practices Showcase.

## STRATEGIC RELATIONS WITH MEMBERS AND OUTREACH

Several visits to member institutions in PR and USA were made, including visits to *Universidad del Turabo*, *Universidad de Puerto Rico*, Caribbean University, Polytechnic University, Atenas College, Minnesota West Community & Technical College, Springfield Technical Community College, California State University San Bernardino, Burlington County College, Borough of Manhattan Community College, LaGuardia Community College, and Berkeley College. Also, international members were contacted via Internet conference calls. Efforts to outreach for new members led to the addition of Atenas College, a new member in Puerto Rico. New affiliations from institutions in the United States included: California State University San Bernardino, Bergen Community College, LaGuardia Community College, and Tarrant Community College.

## POSITIONING HETS STRATEGICALLY

HETS continued increasing its visibility by promoting services at events like the Bb World in Las Vegas; the Inter American University, Barranquitas Campus Congress; the ACUP Meeting (*Asociación de Colegios y Universidades Privadas*); and the Conference of the Pontifical Catholic University of Puerto Rico. HETS also delivered a presentation to the Intenor Board and participated in Virtual Educa and the Student Fair of the University of Puerto Rico, Arecibo Campus, which resulted in new outreach contacts.

HETS website visits helped increase the organization's visibility thanks to the support from *Grupo Parada*, one of HETS Major Partners. Both the Virtual Plaza and HETS portal page views increased. One of the reasons for this view increase was the publication of promotional pieces and catalogs, in English and Spanish, which can be accessed and downloaded from the HETS website, as part of HETS "green" efforts. HETS continues its presence on YouTube. Also, the creation of social media accounts such as LinkedIn, Twitter, Facebook, and new accounts on Pinterest and Tumblr helped increase awareness about HETS and produce visits to its portals. Given this new level exposure on the web, HETS was approached by nonprofit organizations to showcase their services on the HETS website. Other promotional efforts included the publication of print and online media such as the HETS Connection newsletter and a massive mailing of the HETS Annual Report, distributed among members and other institutions.



Blackboard (Bb) accepted its commitment as a Major Corporate Partner for an additional year. An increase in corporate relations efforts resulted in new partnerships with Latin Pak and Socrates Connected, and Oracle Academy, which organized an event in collaboration with HETS targeted to IT contacts. These efforts also led to a Cengage Learning event at PUPR in April 2014 focused on the “Learning Experience in the Exploration Era”. In addition, a meeting with Microsoft and a partner outreach presentation to the Intenor Board took place, following a recommendation from HETS Vice Chair, Dr. Méndez. HETS Executive Director also visited the ETS Headquarters in Princeton, New Jersey.

## STRATEGIC COLLABORATIONS AND ALLIANCES

HETS signed a collaboration agreement with the Puerto Rico Department of State to promote Puerto Rico institutions' academic offerings, and new opportunities and scholarships available to students, and also established an agreement with them and Virtual Educa to publish a Book/Report about the Distance Learning in PR. HETS was certified by the Internet Corporation for Assigned Names & Numbers (ICANN's) At-Large Committee as an At-Large Structure, an organization that gathers multiple individual Internet users. Information about HETS was shared to large email lists in different regions with the At-Large community to enable individuals interested in HETS activities to contact the organization. In June 2014, HETS Executive Director was invited to support ICANN policy development by participating in their London Conference.

*HETS se enfocó durante el 2013-2014 en esfuerzos de sustentabilidad, relaciones estratégicas con sus miembros, estrategias de alcance para aumentar su membresía, esfuerzos de posicionamiento estratégico, relaciones corporativas y alianzas estratégicas. Las cuotas de membresía se mantuvieron como la fuente principal de sustentabilidad del Consorcio, representando un 60% del total de los ingresos. Otras fuentes de ingreso aumentaron considerablemente, incluyendo los ingresos provenientes de auspicios y donativos corporativos, que aumentaron en un 80%, y las tarifas de los eventos educativos. Los esfuerzos de alcance realizados durante este año resultaron en cinco nuevos miembros institucionales (Atenas College, California State University San Bernardino, Bergen Community College, LaGuardia Community College y Tarrant Community College). HETS continuó promoviendo sus servicios a través de eventos como Bb World, el Congreso del Recinto de Barranquitas de la Universidad Interamericana, la reunión de la Asociación de Colegios y Universidades Privadas, la conferencia de la Universidad Pontífica Católica de Puerto Rico, la reunión de Junta de Intenor, Virtual Educa y la feria de estudiantes del Recinto de Arecibo de la Universidad de Puerto Rico.*

*Las visitas a los portales de HETS y la visibilidad del Consorcio aumentaron gracias al apoyo de Grupo Parada, uno de sus miembros corporativos principales. Además, la creación de cuentas en las redes sociales fue clave para aumentar el nivel de concienciación sobre HETS y producir visitas a sus portales. Otros esfuerzos de promoción incluyeron la publicación el boletín informativo en línea “HETS Connection” y la distribución masiva del Informe Anual de HETS. También, se publicaron en la red videos promocionales de los servicios de HETS en inglés y español.*

*Como resultado de sus esfuerzos de relaciones corporativas, HETS obtuvo el compromiso de Blackboard como “Major Corporate Partner” por un año más. También se lograron nuevas afiliaciones corporativas de Latin-Pak, Socrates Connected y Oracle Academy. Se realizó una reunión con Microsoft, una presentación a la Junta de Intenor y una visita a las oficinas principales de ETS en Nueva Jersey como parte de estos esfuerzos. HETS también firmó un acuerdo de colaboración con el Departamento de Estado de Puerto Rico (DEPR) para promover la oferta de las instituciones de Puerto Rico y oportunidades para estudiantes en la Isla y un acuerdo con el DEPR y Virtual Educa para publicar el libro Informe: Educación Virtual y a Distancia en Puerto Rico. Este año, HETS obtuvo la certificación como “At-Large Structure” de la Corporación ICANN, que reúne a múltiples usuarios de la Internet a nivel mundial y organiza las voces de voluntarios para mantener a la Internet segura, estable e interoperable. En junio de 2014, la Directora Ejecutiva de HETS participó de la conferencia de ICANN en Londres para apoyar el desarrollo de políticas de la organización.*

# 2013-2014 NEW MEMBERS AND PARTNERS

## NEW INSTITUTIONAL MEMBERS



### ATENAS COLLEGE, PUERTO RICO

Founded in 1996, Atenas College offers academic degrees and technical programs specialized in the health professions. The Institution is accredited by the Puerto Rico Higher Education Council and the Accrediting Commission of Careers Schools and Colleges (ACCSC). It currently enrolls over 1,400 students pursuing baccalaureate, associate degrees, and technical programs. For more information, visit [www.atenascollege.edu](http://www.atenascollege.edu).

ñ Fundado en 1996, Atenas College ofrece grados académicos y programas técnicos especializados en profesiones de la salud. Está acreditada por el Consejo de Educación Superior de Puerto Rico y la Accrediting Commission of Careers Schools and Colleges. Actualmente tiene una matrícula de más de 1,400 estudiantes en sus programas de bachillerato, grados asociados y carreras técnicas.



### BERGEN COMMUNITY COLLEGE, NEW JERSEY

Founded in 1965, enrolls nearly 17,000 students. Its three sites in Paramus (main campus), Hackensack (Ciarco Learning Center), and Lyndhurst (Bergen Community College at the Meadowlands) serve more than 32,000 students in degree, continuing education, and adult education programs. Bergen maintains accreditation by the Middle States Association of Colleges and Schools. Source: [www.bergen.edu/aboutbergen](http://www.bergen.edu/aboutbergen).

ñ Fundado en el 1965, tiene una matrícula de cerca de 17,000 estudiantes. Sus tres recintos, Paramus, Hackensack y Lyndhurst, sirven a más de 32,000 estudiantes. La institución mantiene acreditación de Middle States Association of Colleges and Schools.



### CALIFORNIA STATE UNIVERSITY SAN BERNARDINO, CALIFORNIA

- is part of the California State University system, the largest system of higher education in the country. This System, with more than 23 campuses and five off-campus centers, serves 417,000 students. The CSU offers more than 1,800 bachelor's and master's degree programs in approximately 240 subject areas, and a number of doctoral degrees are now offered by several campuses.

ñ CSUSB es parte del sistema universitario del estado de California, el sistema de educación superior más grande de los Estados Unidos. Con más de 23 recintos y otros cinco centros fuera de los recintos, este sistema sirve a 417,000 estudiantes. CSU ofrece más de 1,800 programas de bachillerato y maestría en cerca de 240 áreas, y varios recintos ofrecen también programas de doctorado.





### LAGUARDIA COMMUNITY COLLEGE (CUNY), NEW YORK

Founded in 1971, is a nationally recognized expert at pioneering innovative programs and initiatives that are rebuilding the middle class. This institution offers more than 50 associate degree programs in many fields, and four certificate programs. In 2012, LGCC enrolled a total of 51,789 students, 37% degree and 63% non-degree students. Source:

**Community College** [www.laguardia.cuny.edu/about](http://www.laguardia.cuny.edu/about).

*Fundada en 1971, es reconocida a nivel nacional por su experiencia con programas innovadores para reconstruir la clase media. La Guardia ofrece más de 50 grados asociados en diversidad de áreas y cuatro programas de certificado. En el 2012, la institución tenía una matrícula de 51,789 estudiantes, 37% de programas conducentes a grado y 63% no conducentes a grado.*

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### TARRANT COUNTY COLLEGE, TEXAS

- is a comprehensive two- year institution established in 1965 dedicated to providing quality education. More than 50,000 students are enrolled in TCC's associate degree and technical programs, making it the sixth largest among Texas colleges and universities. Continuing Education, Corporate, and Workforce Services offer additional opportunities for businesses and individuals, through Continuing Education courses, workshops and customized training programs. The College has five major campuses and administrative offices in downtown Fort Worth. Source: [www.tccd.edu](http://www.tccd.edu). [www.atenascollege.edu](http://www.atenascollege.edu).

*Tarrant County College es una institución de dos años dedicada a proveer educación de calidad. Cuenta con una matrícula de más de 50,000 estudiantes en programas de grado asociado y programas técnicos, convirtiéndola en la sexta institución más grande en Texas. Sus servicios en educación continua, servicios corporativos y para la fuerza laboral proveen oportunidades adicionales para negocios e individuos. La institución cuenta con cinco recintos y oficinas administrativas en Fort Worth.*

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# CORPORATE PARTNERS

In order to strengthen its vision of efficiently and effectively enhance Hispanic student success and opportunities in Higher Education, HETS also welcomed new Corporate Partners LatinPak and Socrates Connected, LLC. Also, Cengage Learning accepted the invitation to become a Major Corporate Partner.

## LATIN-PAK

Latin-Pak, a Hispanic Direct Marketing firm with offices in Los Angeles, California and headquarters in St. Louis, Missouri, is a proven leader with a history of success working with many top advertising agencies and Fortune 100 Companies across the United States. Established in 1996, Latin-Pak has been marketing to Hispanic homes nationwide, utilizing a combination of various direct delivery methodologies to effectively reach Latino consumers “in-home” through Hispanic Digital, Email, Contextual, Mobile, Direct Mail, Hispanic Databases, Door-to-Door, Insert Programs, and Spanish Free Standing Insert Programs.

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*Latin-Pak es una firma de mercadeo directo hispano con oficinas en Los Ángeles y sede en la ciudad de St. Louis. Establecida en el 1996, esta corporación ha servido a múltiples agencias de publicidad y corporaciones del Fortune 100. Utiliza una combinación de metodologías de mercadeo directo para llegar a los hogares de la población hispana en los Estados Unidos a través de medios digitales, correo electrónico, medios contextuales, tecnología móvil, correo directo, bases de datos, estrategias puerta a puerta y programas de inserción.*

## SOCRATES CONNECTED

Socrates Connected fosters collaboration between institutions through the sharing of online courses, programs, instruction, and teaching/learning practices. The organization creates an environment for institutions to work together in the delivery of academic programs while ensuring that there is no competition for enrollments between collaborating institutions. It also helps promote strategic partnerships to develop co-accredited programs to further expand the availability of academic offerings. The offerings can be used to complement current programs, replace existing courses, or simply to meet a marketplace demand within a local geographic region.

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*Socrates Connected procura colaboración entre instituciones de educación superior a través de iniciativas para compartir cursos en línea, programas, instrucción y prácticas de enseñanza-aprendizaje. La organización crea un ambiente para que las instituciones trabajen en conjunto en la facilitación de programas académicos. También promueve alianzas estratégicas para desarrollar programas co-acreditados que permitan expandir la disponibilidad de oferta académica. La oferta puede utilizarse para complementar programas existentes, remplazar programas existentes o satisfacer la demanda de un mercado particular.*



# 2013-2014 FINANCIAL STATEMENTS

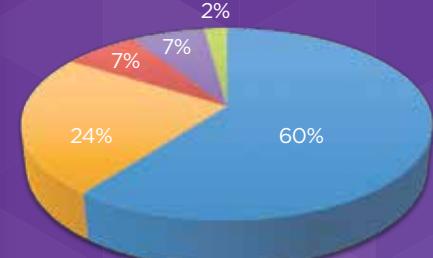
## BUDGET ANALYSIS REVENUES

Description	Revised Budget FY 2014	Actual Budget June 2014	Variance Budget vs. Actual	Percentage Achieved
Membership Dues	\$154,000	\$163,735	\$9,735	106%
Corporate Sponsorships and Donations	\$54,000	\$63,902	\$9,902	118%
Special Events	\$25,000	\$18,855	(\$6,145)	75%
Workshop Registration	\$20,500	\$19,179	(\$1,321)	94%
Other Income	-	\$5,754	\$5,754	
<b>Total Revenues</b>	<b>\$253,500</b>	<b>\$271,425</b>	<b>\$17,925</b>	<b>107%</b>

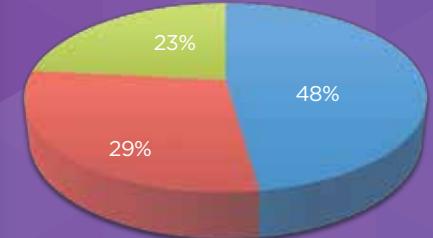
## BUDGET ANALYSIS EXPENSES

Description	Revised Budget FY 2014	Actual Budget June 2014	Variance Budget vs. Actual	Percentage Achieved
<b>Administrative</b>	<b>\$117,402</b>	<b>\$120,261</b>	<b>(\$2,878)</b>	<b>102%</b>
<b>Subtotal</b>	<b>\$117,402</b>	<b>\$120,261</b>	<b>(\$2,878)</b>	<b>102%</b>
Direct Services				
HETS Online Journal (Peer Rev)	\$5,600	\$2,000	\$3,600	36%
HETS Prof. Dev. Events (PDEs)	\$23,560	\$20,280	\$3,280	86%
Best Pract. Showcase	\$29,710	\$22,855	\$6,855	77%
Online Res. & Social Media	\$24,560	\$25,413	(\$853)	103%
Grant Opportunities	\$6,840	\$2,294	\$4,546	34%
<b>Subtotal</b>	<b>\$90,270</b>	<b>\$72,842</b>	<b>\$17,428</b>	<b>81%</b>
Facilities and utilities	\$3,000	\$23,297	(\$20,297)	776%
Administration Support	\$1,500	-	\$1,500	
Supplies	\$2,500	\$1,211	\$1,289	48%
Travel	\$15,000	\$13,886	\$1,114	93%
Marketing & Promo Materials	\$9,900	\$12,750	(\$2,850)	129%
Liability Insurance	\$2,000	\$1,605	\$395	80%
Audit Fees	\$4,000	\$4,000	-	100%
Miscellaneous	\$556	\$241	\$315	43%
Bank Fees	\$1,100	\$1,120	(\$20)	102%
Depreciation Expense	\$372	\$409	(\$37)	110%
PayPal Fees	\$900	\$123	\$777	14%
IVU Tax	-	\$89	(\$89)	-
Reserve	\$5,000	-	\$5,000	-
<b>Subtotal</b>	<b>\$45,828</b>	<b>\$58,731</b>	<b>(\$12,903)</b>	<b>128%</b>
<b>Total Expenses</b>	<b>\$253,500</b>	<b>\$251,834</b>	<b>\$1,647</b>	<b>99%</b>
<b>Surplus</b>		<b>\$19,591</b>		

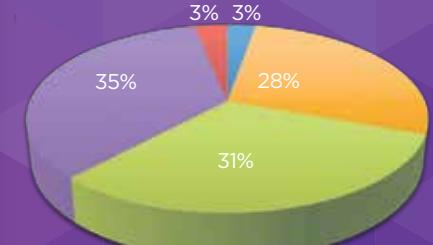
## DISTRIBUTION OF 2013-2014 REVENUES



## DISTRIBUTION OF 2013-2014 EXPENSES



## DISTRIBUTION OF HETS 2013-2014 DIRECT SERVICES EXPENSES



# OUR MAJOR CORPORATE PARTNERS



**Blackboard**

## BLACKBOARD INC.

Blackboard has been dedicated to improve every aspect of the education experience for millions of learners and educators around the world. It works with thousands of higher education, K-12, professional, corporate, and government organizations, providing them with tomorrow's education experience today. From teachers and administrators to students and parents, Blackboard builds on everyone's best to build a better education experience. Website: <http://www.blackboard.com/International/>.

## GRUPO PARADA

As leaders in bringing cultures together and connecting people through effective communication channels, *Grupo Parada* engage Hispanics online by understanding the complexity of this audience. Their unprecedented access to influential education and health institutions gives us the knowledge to provide results for the challenges that these industries face today. *Grupo Parada* understands the creation of culturally relevant content as one of the most efficient and important tools when it comes to marketing efforts towards the Hispanic Market. Through the study of behavioral data, we are able to predict consumer patterns and to identify the challenges and the needs of the Hispanics.



## CENGAGE LEARNING



Cengage Learning is a leading provider of innovative teaching, learning and research solutions for the academic, professional and library markets worldwide. The company's products and services are designed to foster academic excellence and professional development, increase student engagement, improve learning outcomes and deliver authoritative information to people whenever and wherever they need it. Through the company's unique position within both the library and academic markets, Cengage Learning is providing integrated learning solutions that bridge from the library to the classroom.



# ELECTED BOARD OFFICIALS



**Manuel J. Fernós, Esq.**  
Chairman  
President  
Inter American University  
of Puerto Rico



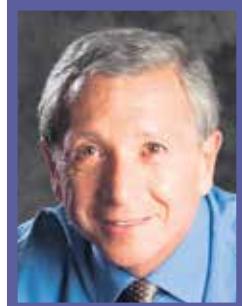
**Dr. Gloria Baquero**  
First Vice Chair  
President  
National University College



**Dr. Carlos Vargas-Aburto**  
Second Vice Chair  
Interim President,  
Kutztown University  
of Pennsylvania



**Dr. José F. Méndez**  
Treasurer  
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2013-14  
ANNUAL REPORT

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GoPrint • Marketing Services Provider  
787-200-8085 • [goprintpr.com](http://goprintpr.com)





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