



2014-15
ANNUAL REPORT



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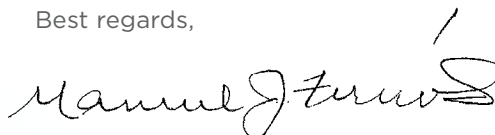
MANUEL J. FERNÓS, ESQ., CHAIR
President
Inter American University of Puerto Rico

MESSAGE FROM THE CHAIRMAN OF THE BOARD

Dear members, partners, and collaborators:

Once again, we look back on the accomplishments of our Consortium and highlight the events and efforts that made the year a special one. Consortium members worked closely throughout this year with a very important overarching goal in mind: to continue facilitating and widening opportunities for Hispanics in Higher Education. It is an honor to join other educational leaders in pursuit of this goal, an incredible opportunity this Consortium provides us. Consortium efforts continued to emphasize the importance of using technology as a means to overcome the barriers to Higher Education, as well as to optimize Hispanic student retention. From faculty development initiatives to the sharing of best practices among member constituencies, this year was filled with opportunities to continue enhancing the work of our member institutions. Moreover, this year was marked by the Consortium's increased efforts to directly connect with students and the active involvement of student leaders. We are very proud of all the milestones reached during this year. We hope you enjoy this Annual Report and look forward to continue collaborating with you in years to come.

Best regards,



Manuel J. Fernós, Esq., Chair
Inter American University of Puerto Rico
HETS Board of Directors Chairman

MESSAGE FROM THE EXECUTIVE DIRECTOR

Greetings:

It has been an honor to collaborate with our members, partners, and collaborators once more. Thanks for another year of great accomplishments. As always, I appreciate your ongoing trust, guidance, and support. This year's efforts surpassed our plans and expectations. We were able to continue impacting multiple constituencies from our member institutions, including students. The opportunities we have had to enhance our relationships with faculty members and students are crucial to the Consortium's mission. This mission has been further promoted by the increasing expansion of efforts to disseminate best practices and innovation. Thanks to these and other efforts, the Consortium was able to continue growing this year, adding 11 new institutional members and one corporate partner. The growth and development of this organization translates into additional options to support our members and reach our goals. I want to thank our Board of Directors, our member institutions, corporate partners, and collaborators, including our members' faculty and student leaders, for facilitating the work of the organization.

Sincerely yours,



Yubelkys Montalvo, M.A.
Executive Director



YUBELKYS MONTALVO, M.A.
HETS Executive Director



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Inter-American University of Puerto Rico
HETS Board of Directors Chairman



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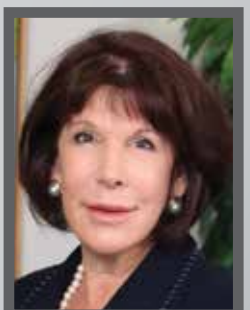
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NOVA Southeastern University
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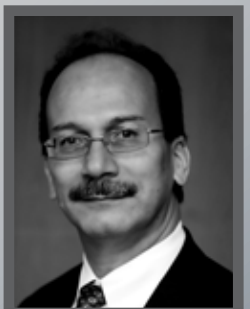
**Mr. Gilberto
Marxuach-Torrós, Esq.**
President
Universidad del Sagrado Corazón
Puerto Rico



Dr. Uroyoán R. Walker
President
Universidad de Puerto Rico



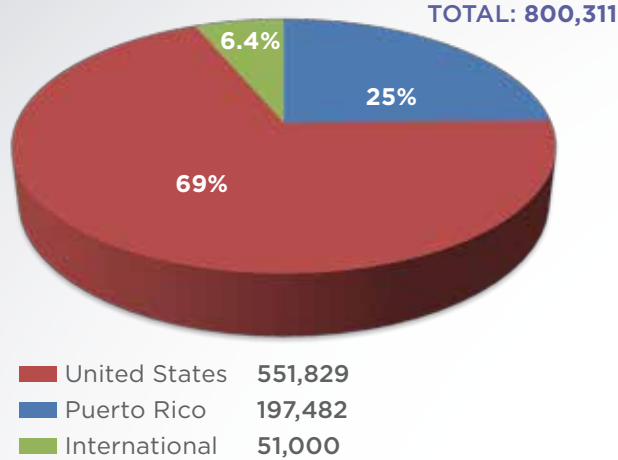
Dr. Clair Goldsmith
Designated representative
University of Texas
at Brownsville



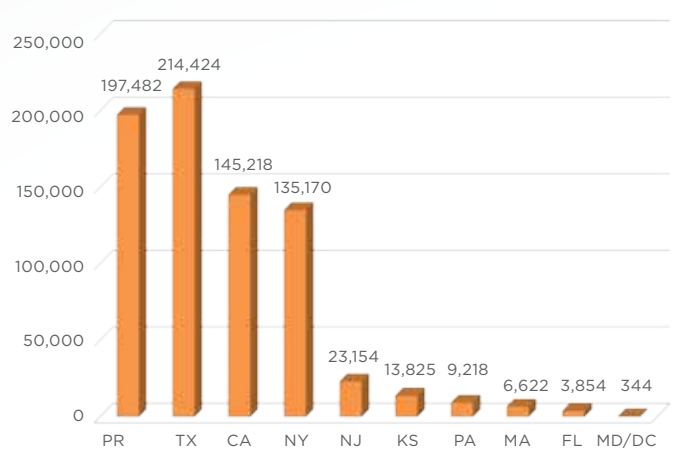
Dr. Havidán Rodríguez,
President
University of Texas
Pan American

HETS MEMBERSHIP PROFILE 2014-2015

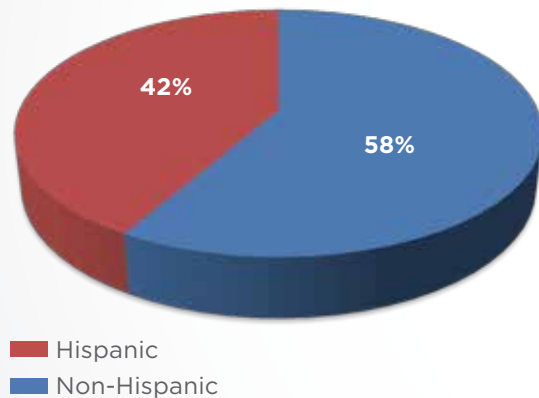
HETS MEMBER INSTITUTIONS: TOTAL ENROLLMENT



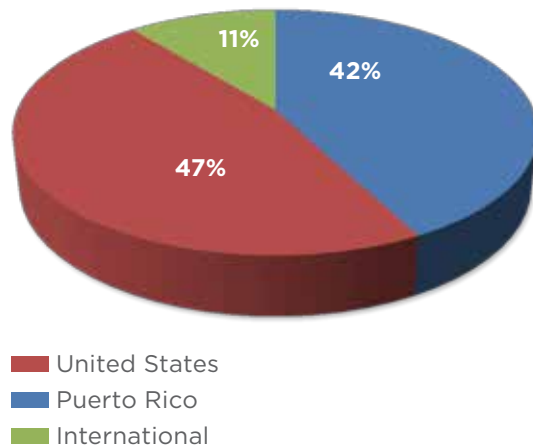
HETS MEMBER INSTITUTIONS: ENROLLMENT BY STATE OR COUNTRY



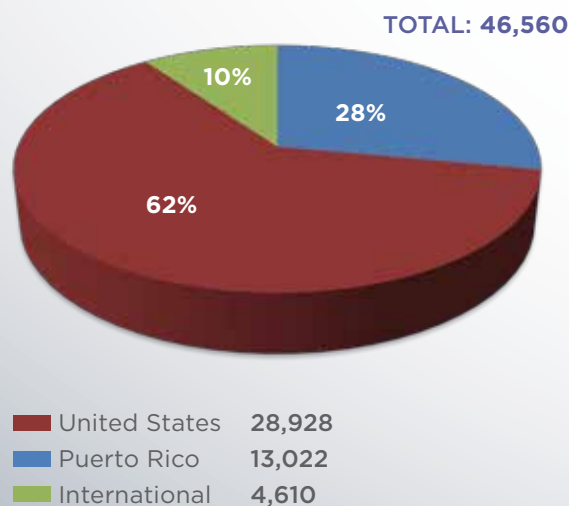
HETS MEMBER INSTITUTIONS: HISPANIC ENROLLMENT



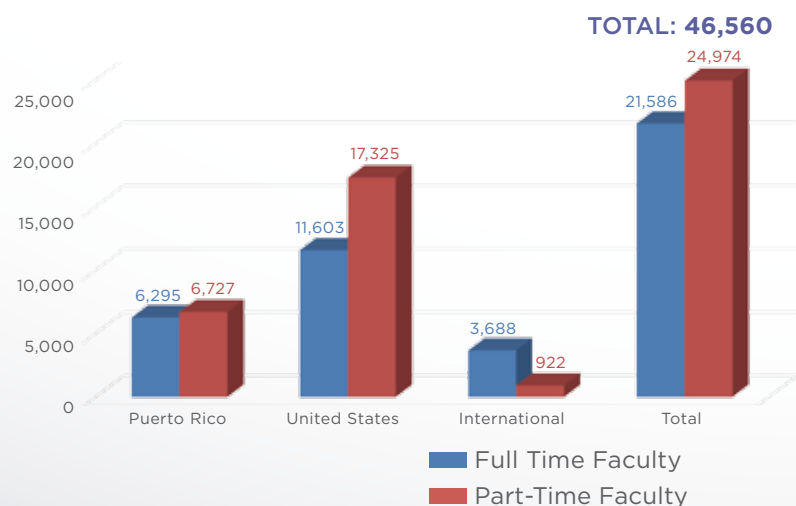
HETS MEMBER INSTITUTIONS: DISTRIBUTION OF HISPANIC ENROLLMENT



HETS MEMBER INSTITUTIONS: TOTAL FACULTY



FULL TIME AND PART-TIME FACULTY AT HETS MEMBER INSTITUTIONS



2014-2015 GOALS

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.

CORE 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.

CORE 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.

YEAR 2014-2015 IN REVIEW

In 2014-2015, HETS completed year 3 of the implementation of its strategic plan period. HETS focused on services and opportunities to: 1) facilitate and increase understanding of the factors that impact Hispanics' access to Higher Education and potential technologically-based strategies to overcome barriers; 2) Support, drive, and optimize the retention of Hispanic students at member institutions; and 3) Support members in establishing a solid assessment culture through the use of technology. Activities taking place throughout the year in order to achieve these goals included, among others:

- Online training
- The HETS Online Journal
- Web strategies and online resources
- Student Leadership Showcases
- The Virtual Best Practice Showcase
- Coordination of contents and ongoing identification of experts
- Strategic alliances
- Multiple dissemination efforts
- Funding and development strategies

HETS offered several online workshops, including its basic and advanced online certifications on the Integration of New Technologies in Higher Education. HETS also delivered two online workshops in English: Using Learning Styles for Online Courses to Increase Hispanic Student's Access and Retention and General Education/Outcomes Assessment. Also, HETS organized several educational events in collaboration with member institutions and corporate partners. This year, HETS celebrated its Virtual Best Practices Showcase. A total of 11 best practices from 8 institutions were presented. A total of 119 participants registered from 25 institutions. In addition to the VBPS, HETS organized this year its first ever Student Leadership Showcase, which allowed the organization to directly reach out to and impact students. The event also helped identify leadership from student organizations and innovative student projects, and promote services and opportunities for students.

HETS continued to provide services and support through web strategies and online resources. Services and resources are available at both of HETS web portals: the HETS site and the Virtual Plaza. The Virtual Plaza, in particular, includes resources for students, faculty, and institutional administrators and hosts the Testing and Education Reference Center (TERC) and the Career Transition service. In addition, HETS offered free access to the National Geographic virtual library, thanks to the existing alliance with Cengage Learning. Another popular service is the HETS Online Journal. In 2014-2015, two issues were distributed and made available online, with access to a total of 15 articles from 9 educational institutions and one independent consultant.





SPANISH SUMMARY

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En el 2014-2015, HETS completó el tercer año de la implantación de su plan estratégico. El Consorcio centró su gestión en servicios y oportunidades para: 1) facilitar y aumentar el entendimiento sobre los factores que impactan el acceso a la educación postsecundaria para hispanos; 2) apoyar, impulsar y optimizar la retención del estudiante hispano en las instituciones miembros; y 3) fomentar una cultura sólida de avalúo a través de la tecnología. HETS proveyó acceso a diversos talleres en línea, incluyendo sus las versiones básica y avanzada de la certificación en la integración de nuevas tecnologías en la educación superior. También ofreció dos talleres en línea en inglés y organizó eventos educativos en colaboración con instituciones miembros y aliados corporativos. La versión virtual del “HETS Best Practices Showcase” tuvo lugar nuevamente este año. Además, se organizó el primer evento de líderes estudiantiles. El mismo permitió a la organización impactar a esta población e identificar liderato y proyectos innovadores estudiantiles.

HETS continuó sirviendo a sus miembros a través de estrategias en la red y recursos en línea en sus dos portales: hets.org y la Plaza Virtual. La Plaza Virtual, que incluye recursos para estudiantes, facultad y administradores, alberga dos de los servicios más populares: el Testing and Education Reference Center (TERC) y Career Transition. Otro de los servicios populares de HETS es el HETS Online Journal, la publicación profesional oficial del Consorcio. En el 2014-2015, HETS lanzó dos números del HOJ con 15 artículos de 9 instituciones educativas y un consultor. HETS divulgó, además, las mejores prácticas entre sus instituciones miembros a través de campañas electrónicas y las redes sociales.

2014-2015 PROFESSIONAL DEVELOPMENT OPPORTUNITIES

HETS SIGNATURE ONLINE WORKSHOPS

HETS offered several online workshops, including its basic and advanced online certifications on the Integration of New Technologies in Higher Education, both offered in Spanish. HETS also delivered two online workshops in English: Using Learning Styles for Online Courses to Increase Hispanic Student's Access and Retention and General Education/Outcomes Assessment. A total of six sessions were delivered to 76 participants from 17 member institutions.



HETS ofreció varios talleres en línea, incluyendo sus certificaciones básicas en Integración de Nuevas Tecnologías en la Educación Superior. HETS también facilitó dos talleres en línea en inglés enfocados en el uso de estilos de aprendizaje para aumentar el acceso y la retención de estudiantes y el avalúo de resultados. Se ofrecieron seis sesiones a 76 participantes provenientes de 17 instituciones.

HETS VIRTUAL BEST PRACTICES SHOWCASE

HETS celebrated its Virtual Best Practices Showcase “Celebrating Innovation in Access, Retention, and Assessment in Distance Learning” from January 15 and to February 6, 2015. A total of 11 best practices from eight institutions were presented and 119 participants from 25 institutions registered. Participating institutions from Puerto Rico included the Inter American University of Puerto Rico, National University College, and Universidad Adventista de Las Antillas. US institutions included: Bronx Community College, Lehman College, Queensborough Community College, Bergen Community College, and University of Texas-Pan American. Proposals submitted were reviewed by an Evaluation Committee constituted by members from the Inter American University of Puerto Rico, Huertas College, National University College, Lehman College, and Kutztown University. The VBPS Expert Panel, along with other several other presentations took place at *Universidad del Este*. These were recorded and streamed online. The event was possible thanks to the technical support provided by *Universidad del Este* and University of Texas-Pan American.



La versión virtual del “HETS Best Practices Showcase” tuvo lugar nuevamente este año. Se presentaron 11 mejores prácticas de 8 instituciones. El evento reunió a 119 participantes de 25 instituciones. El evento incluyó un panel de expertos que tuvo lugar en la Universidad del Este y se transmitió en línea gracias al apoyo técnico de esta institución y la Universidad de Texas-Pan America.

SPECIAL EVENTS

HETS organized several other educational events in collaboration with member institutions and corporate partners. These included the HETS Information Technology Showcase, the Nursing Programs event, the Cengage Learning event, and the Student Support Services event. Jointly, these events attracted more than 100 registrations from 24 institutions. The HETS Information Technology Showcase included presentations on the Lehman College Dashboard. The Nursing Programs event showcased best practices in designing a hybrid Nursing program and lessons learned from Lehman College's experience.



HETS también organizó otros eventos educativos en colaboración con instituciones miembros y aliados corporativos. Éstos incluyeron la conferencia sobre tecnologías de la información, un evento sobre programas de enfermería, un evento con Cengage Learning y la conferencia de servicios de apoyo al estudiante, entre otros. Juntos, estos eventos lograron más de 100 registros de 24 instituciones.

THE HETS ONLINE JOURNAL

Another popular service is the HETS Online Journal. In 2014-2015, two issues were distributed and made available online, with access to a total of 15 articles from nine educational institutions and one independent consultant. Fifteen of the 15 articles submitted were approved. Authors included representatives from the Inter American University of Puerto Rico, Ana G. Méndez University System, Bronx Community College, EDP College, College of Staten Island, John Jay College of Criminal Justice, Queensborough Community College, University of Texas at Brownsville, University of Texas-Pan American, and an independent consultant.

Otro de los servicios populares de HETS es el HETS Online Journal, la publicación profesional oficial del Consorcio. En el 2014-2015, HETS lanzó dos números del HOJ con 15 artículos de 9 instituciones educativas y un consultor.

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NEW HOJ EDITORIAL BOARD APPOINTED IN 2014-2015



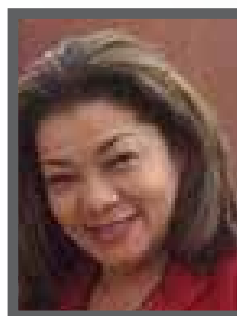
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Chief Editor
Executive Director
of the Research Center
Kutztown University
of Pennsylvania



Naydeen González De Jesús
Vice President of Student Affairs
Bergen Community College



Dr. Marzie Jafari
Vice President of Workforce
& Global Partnerships
Lehman College, CUNY



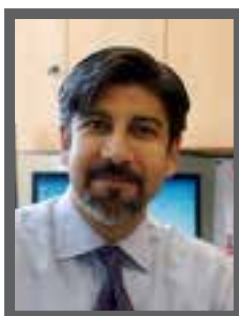
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Vice President of Student Affairs
National University College



Dr. Ernest Gil Clary
Assistant Provost for Faculty
and Academic Administration
Kutztown University



Prof. Manuel Correa
Professor and Academic
Coordinator of the Noncredit
International Program
Berkeley College



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Education and Workforce
Borough of Manhattan
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Edgar González
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Education Center (COLTT)
University of Texas Pan American
Customer Success Advocate
at Blackboard



Prof. Pura Centeno
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and Information Literacy,
IT Center
University of Puerto Rico,
Rio Piedras Campus



Dr. Juan "Tito" Meléndez
Full professor
College of Education
University of Puerto Rico
Rio Piedras Campus



Dr. Carlos R. Morales Irizarry
President, TCC Connect
Tarrant County College



HETS ONLINE JOURNAL

WEB SERVICES AND SOCIAL MEDIA STRATEGIES

HETS continued to provide services and support through web strategies and online resources. Services and resources are available at both of HETS web portals: the HETS site and the Virtual Plaza. The Virtual Plaza, in particular, includes resources for students, faculty, and institutional administrators and hosts the exclusive member accounts of the Testing and Education Reference Center (TERC) and the Career Transition databases. This year, there were nearly 1,500 TERC session counts and more than 3,500 visits to the Career Transition through HETS. In addition to these online services, HETS offered free access to the National Geographic virtual library during the month of February, thanks to the existing alliance with Cengage Learning. HETS also disseminated best practices and innovative projects and ideas through the active use of email campaigns and social networks. In total, 62 email campaigns were sent to targeted audiences. HETS shared more than 2,000 new tweets and ended the year ended with 364 Twitter followers. The organization also reached 737 Facebook likes and almost 5,500 YouTube views.

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HETS continuó sirviendo a sus miembros a través de estrategias en la red y recursos en línea en sus dos portales: hets.org y la Plaza Virtual. La Plaza Virtual, que incluye recursos para estudiantes, facultad y administradores, alberga las cuentas exclusivas para instituciones miembros de dos de los servicios más populares: el Testing and Education Reference Center (TERC) y Career Transition. En el 2014-2015, se registraron cerca de 1,500 entradas al TERC y más de 3,500 visitas al Career Transition a través de HETS. Además de estos servicios, HETS proveyó acceso gratuito a la biblioteca virtual de National Geographic durante el mes de febrero, gracias a la alianza establecida con Cengage Learning. HETS divulgó, además, las mejores prácticas entre sus instituciones miembros a través de campañas electrónicas y las redes sociales. Se enviaron 62 campañas electrónicas a diversas audiencias segmentadas. También se publicaron más de 2,000 mensajes nuevos a través de Twitter. El año culminó con 364 seguidores en Twitter y 737 seguidores en Facebook. Los vídeos de HETS en el canal de YouTube fueron vistos cerca de 5,500 veces.



IMPACTING STUDENTS

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HETS STUDENT LEADERSHIP SHOWCASE

HETS organized this year its first ever Student Leadership Showcase (SLS), which allowed the organization to directly reach out to and impact students. The main goal of the SLS was to connect with students from HETS member institutions through a relationship with leadership from student organizations. The event also helped identify innovative student projects and disseminate HETS services and opportunities for students. A first SLS took place at the Inter American University of Puerto Rico and it was then successfully replicated in New York for the benefit of students in the US Northeast region. Overall, HETS connected with more than 700 students from over 20 institutions.

El Consorcio HETS organizó su primer evento de líderes estudiantiles: Student Leadership Showcase. El mismo permitió a la organización impactar a esta población e identificar liderato y proyectos innovadores estudiantiles. Asimismo, el evento abrió espacio a la promoción de servicios y oportunidades disponibles para estudiantes. Este evento tuvo lugar en la Universidad Interamericana de Puerto Rico inicialmente y luego se replicó exitosamente en Nueva York, para beneficio de los estudiantes en la región noreste de Estados Unidos. En total, HETS logró conexión con más de 700 estudiantes de sobre 20 instituciones.

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HETS STUDENT ADVISORY COMMITTEE

As part of the initiatives to enhance the organization's relationship with students from member institutions, HETS established in October 2014 a Student Advisory Committee (SAC). This Committee helped identify student needs and service solutions to serve those needs. The SAC also helped coordinate events for students.

Student Advisory Committee are the following:

Maikel A. González Alvarado, Inter American University of Puerto Rico, Ponce Campus
Anita Del Rosario Martínez, Inter American University of Puerto Rico, Metro Campus
Albert M. Troche Torres, Inter American University of Puerto Rico, San Germán Campus
Beverly Álvarez Torres, Inter American University of Puerto Rico, San Germán Campus
Natasha E. Cruz Sánchez, Universidad del Turabo (AGMUS)
Ernesto M. González Colón, Universidad del Turabo (AGMUS)
Mónica Mercado Rohena, University of Puerto Rico
Cristie Rodriguez, Berkeley College
Laura Hoyos, Bergen Community College

Como parte de sus iniciativas para expandir la relación con estudiantes de sus instituciones miembros, HETS estableció en octubre de 2014 un Comité Asesor Estudiantil. Este comité ayuda a identificar necesidades y servicios para atender estas necesidades, así como coordinar eventos para estudiantes.

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STUDENT LEADERSHIP TOUR

Student Advisory Committee members demonstrated their leadership skills through their participation in the HETS Student Leadership Tour. In this event, these student leaders helped promote the myriad of online support services available to students at no charge at hets.org and the Virtual Plaza. These services intend to support students' academic goals, increase student retention, and enhance their opportunities for success. This event also served as a vehicle to identify and recruit students with projects that can serve as an example of innovation and enthusiasm to other students. The Student Leadership Tour ran from March to May 2015 at Universidad del Turabo, National University College, and the Pontifical Catholic University of Puerto Rico. The event gathered 270 participants. A post-event survey conducted showed that more than 70% of participating students perceived the HETS student services' relevance and quality as excellent. Through this survey, HETS was able to collect more than 60 recommendations from students, including the interest in networking events with students from other student organizations, events tailored to graduate students and specific academic programs, job fairs, and training on how to take advantage of HETS online services.

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HETS realizó, en colaboración con el Comité Asesor Estudiantil, una gira a través de distintas instituciones para promover la diversidad de servicios en línea disponibles para los estudiantes en los portales de Internet de HETS e identificar y reclutar estudiantes con proyectos innovadores que puedan servir de ejemplo y motivar a otros estudiantes. El evento logró reunir a 270 participantes. Una encuesta realizada luego del evento mostró que el 70% de los participantes perciben como excelente la relevancia y la calidad de los servicios de HETS. Esta encuesta permitió recopilar más de 60 recomendaciones.



STUDENT SERVICES SURVEY

A more detailed survey was conducted to follow up with students after the SLS event. A total of 30 student leaders participated. Among participants, 75% indicated that they had shared information about HETS services and 18% indicated that they were planning on sharing the information. Close to 80% said their preferred means to obtaining information were emails from their institutions and HETS, invitation to events, and the HETS Facebook account. Students also recommended the following channels to promote HETS services: social networks, print materials, tutorials or presentations at their institutions, and emails. In addition, survey findings provided information on how to improve the SLS. Recommendations included the organization of concurrent sessions about leadership and new technologies. Students also pointed out the importance of the ability of speakers to capture their attention and recommended the use of trivia exercises and contests to promote interaction. Online HETS services most used and shared by students include: information on scholarships, practice tests, job search, and templates for resumes.

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HETS realizó una encuesta más detallada luego del evento de líderes estudiantiles, obteniendo insumo de 30 estudiantes. El 75% indicó que había compartido la información sobre los servicios de HETS. A través de esta encuesta, también señalaron sus medios preferidos para recibir información sobre HETS e invitación a eventos. Los participantes proveyeron, además, recomendaciones para el próximo evento de líderes estudiantiles, incluyendo la realización de sesiones concurrentes sobre liderazgo y nuevas tecnologías.



NEW SECTION ON THE HETS PORTAL: HETS STUDENT LEADERSHIP CORNER

To further support students' understanding of and accessibility to online services available at the HETS portals, HETS created a section in its main portal exclusively for students from member institutions. The page provides information on the past and upcoming events for students, support services available, how to access services, and a template to submit proposals to showcase best practices and innovative projects in the upcoming Student Leadership Showcase.

Para proveer apoyo adicional a los estudiantes, HETS desarrolló una sección exclusiva para estudiantes de sus instituciones miembros en su portal principal de Internet. La página provee información sobre eventos, servicios de apoyo disponibles, cómo acceder los servicios en línea y una plantilla para someter sus mejores prácticas y proyectos innovadores.

PROMOTING HETS GROWTH AND DEVELOPMENT

ENHANCING SUSTAINABILITY

Membership dues continued to be the main source of sustainability for the HETS Consortium, representing 73% of the Consortium's total revenues. However, the Consortium continued to diversify its funding sources. Corporate Sponsorships and Donations represented 20% of total revenues in 2014-2015. Other sources of revenue included workshop registrations and coordination of events.



Las cuotas de membresía se mantuvieron como la fuente principal de sustentabilidad del Consorcio, representando un 73% del total de los ingresos. Los ingresos provenientes de auspicios y donativos corporativos representaron un 20%. También obtuvo ingresos de las tarifas de los eventos educativos.



INCREASING VISIBILITY: CAMPUS VISITS

For several years, campus visits have served as a key strategy to not only increase HETS exposure among member constituencies, but also as opportunities to interact with key contacts and continue learning about members' needs and interests. During 2014-2015, HETS visited several members in PR and the US, including: Ana G. Mendez University System units, Huertas College, *Universidad Adventista de Las Antillas*, Columbia Central University, NOVA Southeastern University (PR Campus), Inter American University of Puerto Rico, National University College, Pontifical Catholic University of Puerto Rico, Carlos Albizu University, and Humacao Community College. In the US, HETS was able to interact with constituencies from Hostos Community College, Borough of Manhattan Community College, Bergen Community College, Berkeley College, Bronx Community College, Lehman College, and the Inter American University of Puerto Rico in NYC. HETS staff also held conference calls with Tarrant County College, *Universidad Cooperativa de Colombia*, *Universidad Autónoma de Bucaramanga*, and *Universidad de las Américas Puebla*.



HETS continuó implantando esfuerzos para mantener relaciones efectivas con sus miembros y aumentar su exposición entre ellos, visitando un total de 10 instituciones. El Consorcio también sostuvo contacto con afiliados y otras instituciones internacionales a través de llamadas a través de la red.

STRENGTHENING COLLABORATION WITH AND AMONG MEMBER INSTITUTIONS

HETS continued to enhance collaboration opportunities with its members and among its members. This year, HETS signed an endorsement letter to support a student support services grant proposal initiative from Fort Hays State University. HETS committed to promote the institution's student support programs among students, disseminate College Fair invitations, provide necessary technical support to promote these student support services, and participate in an advisory board when requested. FHSU agreed to complement these programs with HETS services based on identified needs, interests, and capabilities.

HETS also fostered strategic alliances among members to increase access to Higher Education and help enhance student retention. For instance, the Inter American University's Center in New York City initiated efforts to coordinate collaboration with HETS members in the Northeast, including: Hostos Community College, Bergen Community College, Borough of Manhattan Community College, Queensborough Community College, Bronx Community College, and Springfield Technical Community College.

HETS continuó esfuerzos este año para optimizar las oportunidades de colaboración con sus miembros y entre sus miembros. El Consorcio firmó una carta de endoso para apoyar una iniciativa de Fort Hays State University para el establecimiento de servicios de apoyo al estudiante. HETS también fomentó alianzas entre sus miembros para fomentar la expansión en el acceso a la educación superior y mejorar la retención estudiantil.

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CORPORATE RELATIONS

HETS continues to strengthen its relationship with key corporate partners. These relationships allow the Consortium to continue expanding and enhancing its services to its members. This year, HETS had three Major Corporate Partners: Blackboard, *Grupo Parada*, and Cengage Learning Latin America. Other corporate partners collaborating with HETS this year included Ramona Munsell & Associates, Latin Pak, Rosetta Stone, Oracle Academy, Educational Testing Services (ETS), and Transworld Systems, Inc.,

HETS coordinated events with several of its corporate partners. In November 2014, members were able to participate in an event on the learning experience in the exploration era with Cengage Learning. A total of 57 participants from 10 institutions took advantage of this event. Also, this year, through the collaboration with Cengage, HETS provided members with access to the National Geographic databases at no charge. In addition, webinars to explain Rosetta Stone services targeted to Nursing Programs and general education took place in March 2015, benefitting 36 participants from eight institutions.

In September 2014, HETS signed a collaboration agreement with *Red Técnica Universitaria* to create and disseminate new educational initiatives and technologies, with emphasis on initiatives with an intellectual, social, and scientific approach. This nonprofit organization represents private postsecondary institutions, particularly college and technical vocational institutions. Through this agreement, both organizations will have their logos on each other's websites, will support one another in coordinating mutually beneficial events, share news their respective newsletters and dissemination vehicles, and disseminate academic publications.

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Otra estrategia importante fue el fortalecimiento de las relaciones corporativas del Consorcio. Estas relaciones permiten continuar expandiendo y mejorando el servicio a sus miembros. Este año, la organización mantuvo tres socios corporativos mayores y colaboraciones corporativas con otras seis organizaciones. Se logró, además, la coordinación de varios eventos para las instituciones miembros en coordinación con socios corporativos. HETS firmó, además, un acuerdo de colaboración con la Red Técnica Universitaria para el establecimiento y la divulgación de nuevas iniciativas y tecnologías educativas.

STRATEGIC ALLIANCES AND INTERNATIONALIZATION

HETS continued to participate in alliances and implement strategies to internationalize the services of the Consortium. These included its participation in the Internet Corporation for Assigned Names & Numbers (ICANN's) At-Large Committee. ICANN organizes volunteers to keep the Internet secure, stable, and interoperable. During year 2014-2015, HETS was invited to take part in ICANN's London Conference, in support of the organization's policy development agenda. HETS also participated in two conference calls and two webinars organized by ICANN this year. The Consortium also participated in numerous other events to continue exposing its initiatives in international forums, such as the *Cátedras UNESCO* Event, *Tijuana Innovadora*, *Virtual Educa* in Guadalajara, and the HACU International Conference in Guadalajara.

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HETS mantuvo su afiliación a la Corporación ICANN, que reúne a múltiples usuarios de la Internet a nivel mundial y organiza las voces de voluntarios alrededor del mundo para mantener a la Internet segura, estable e interoperable. La Directora Ejecutiva de HETS fue invitada a participar de la conferencia de ICANN en Londres para apoyar el desarrollo de políticas de la organización. HETS también participó en otros eventos para continuar exponiendo sus iniciativas en foros internacionales como Cátedras Unesco, Tijuana Innovadora, Virtual Educa en Guadalajara y la conferencia internacional de HACU en Guadalajara.

2014-2015 FINANCIAL STATEMENTS

2014-15
ANNUAL REPORT

STATEMENT OF ACTIVITIES

"Actuals as of May 31, 2014 and June 2015 projected

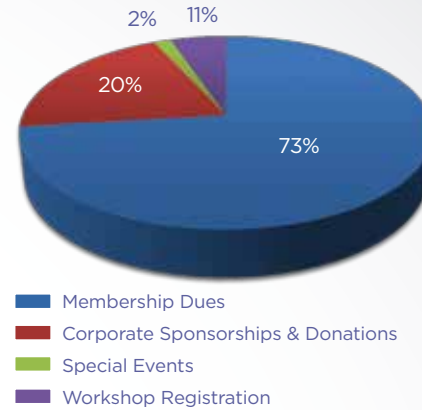
Description	Fiscal Year 2015*	Fiscal Year 2014 (AUDITED)	% Change
REVENUES			
Membership Dues	\$155,000	\$163,735	-5.33
Corporate Spons. & Donations	\$42,602	\$63,902	-33.33
Event Coordination	\$3,349	\$18,855	-82.24
Workshop Registration	\$11,000	\$19,179	-42.65
Other Income		-\$5,754	0
Total Revenues	\$211,951	\$271,425	-21.91
EXPENSES			
Administrative	\$25,962	\$117,989	-78
Direct Services	\$136,909	\$76,061	80
Operational Expenses	\$57,272	\$60,721	-5.68
Total Expenses	\$220,143	\$254,771	-13.59
Change in Net Assets	(\$8,192)	\$16,654	-149.19
Net Assets at Beginning of Year	\$43,361	\$26,707	62.36
Net Assets at End of Year	\$35,169	\$43,361	-18.89

STATEMENTS OF FINANCIAL POSITION

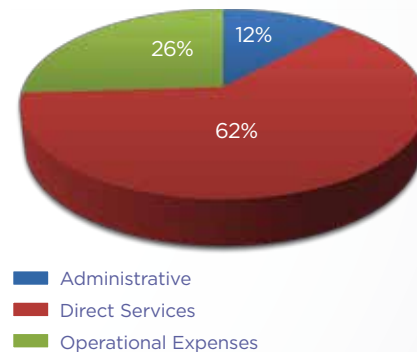
Actuals as of May 31, 2015 and June 2015 projected

Description	Fiscal Year 2015*	Fiscal Year 2014 (AUDITED)	% Change
ASSETS			
Current Assets			
Checking Account	\$42,693	\$44,008	-2.99
Accounts Receivable	\$30,404	\$31,364	-3.06
Prepaid Expenses	\$4,940	\$4,212	17.28
Total Current Assets	\$78,037	\$79,584	-1.94
PROPERTY AND EQUIPMENT			
Equipment	\$2,599	\$2,599	0
Accum. Depreciation	-\$1,549	-\$1,029	50.53
Total Property and Equipment	\$1,050	\$1,570	-33.12
Total Assets	\$79,087	\$81,154	-2.55
LIABILITIES AND NET ASSETS			
Current Liabilities			
Accounts Payable	\$29,750	\$28,775	3.39
Accrued Expenses	\$13,768	\$8,618	59.76
Deferred Revenues	\$400	\$400	0
Total Current Liabilities	\$43,918	\$37,793	16.21
NET ASSETS			
Total Net Assets	\$43,361	\$26,707	62.36
Net Income	-\$8,192	\$16,654	-149.19
Total Net Assets	\$35,169	\$43,361	-18.89
Total Liabilities & Net Assets	\$79,087	\$81,154	-2.55
Net Assets at End of Year	\$35,169	\$43,361	-18.89

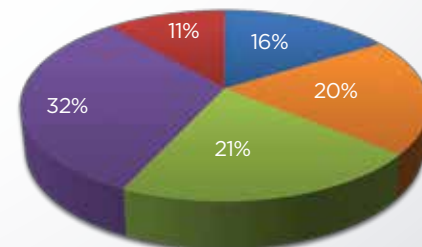
DISTRIBUTION OF 2014-2015 REVENUES



DISTRIBUTION OF 2014-2015 EXPENSES



DISTRIBUTION OF HETS 2014-2015 DIRECT SERVICES EXPENSES



HETS Online Journal	\$22,094
HETS Professional Development Events	\$27,133
Best Practices Showcase	\$28,699
Online Resources/Social Media/HETS Commons	\$43,719
Grant and Sponsors Outreach	\$15,264
Total	\$136,909

2014-2015 NEW MEMBERS AND PARTNERS

HETS warmly welcomes its new 2014-2015 members and corporate partner.

COLUMBIA CENTRAL UNIVERSITY

Columbia Central University is a private postsecondary institution in Puerto Rico, with campuses in Caguas and Yauco. Founded in 1966 as Caguas City College, this institution is committed to the comprehensive development of its students through creativity, empowerment, and freedom of thought. It offers degrees in business administration, arts, health sciences, and technology (**Source:** <http://www.columbiacentral.edu/web2015>)

NOVA SOUTHEASTERN UNIVERSITY

Nova Southeastern University serves communities in Puerto Rico through a regional campus in San Juan, Puerto Rico. The Puerto Rico campus extends university programs and resources to the Island by offering convenient day, weekend, and online classes. The Campus offers degree programs in the areas of education and pharmacy, as well as online offerings in business, counseling, and law, among others. NSU has a nearly 40-year history with Puerto Rico, serving residents in Fort Lauderdale, FL, and through instructional opportunities in the Island (**Source:** <http://www.nova.edu/campuses/puertorico/>)

HUMACAO COMMUNITY COLLEGE

Humacao Community College is a private, nonprofit four-year institution, with emphasis on associate's degree programs. It also offers distance education opportunities at the undergraduate level. The institutional mission is to develop competent professionals through a quality education aligned with new educational models that provide competitive advantages to effectively promote their social performance and success at the workplace and entrepreneurial world". Its main degree programs focus in the areas of: Biological and Biomedical Sciences; Business, Management, Marketing, and Related Support Services; Computer and Information Sciences; Engineering; and Health (**Sources:** hccpr.edu and [The College Navigator](#)).

CALIFORNIA STATE UNIVERSITY, DOMINGUEZ HILLS

CSUDH is a four-year public university. It offers bachelor's degrees, post baccalaureate certificates, master's degrees, and post-master's certificates. Centrally located in the South Bay and Los Angeles, CSU Dominguez Hills is a diverse community of learners and educators collaborating recognized for its strong and relevant academic programs. The institution has a wide variety of degree options for students. It is committed to connecting students to an affordable, high-quality education (**Sources:** www.csudh.edu/ and [The College Navigator](#))

CALIFORNIA STATE UNIVERSITY, FULLERTON

California State University, Fullerton is a major regional university located in north Orange County, close to metropolitan Los Angeles. Cal State Fullerton has more than 37,000 students and approximately 1,800 full- and part-time faculty members. The University offers 107 degree programs in eight colleges. Accredited by the Western Association of Schools and Colleges, CSUF is fourth in the nation for the number of bachelor's degrees awarded to minority students and first in California for the number of bachelor's degrees awarded to Hispanics (**Source:** <http://www.fullerton.edu/>)



CALIFORNIA STATE UNIVERSITY, LOS ANGELES

California State University, Los Angeles has one of the most diverse student populations of any college or university in the nation. CSULA's eight colleges are recognized for outstanding academic programs and renowned professors and researchers. The institution has been recognized as one of the top ten master's universities in the nation. It offers a broad range of liberal and professional programs. Its graduates constitute a major leadership force in Greater Los Angeles (**Source: www.calstatela.edu**)

CALIFORNIA STATE UNIVERSITY, LONG BEACH

CSULB is a four-year public university. Its 80 permanent buildings house 63 academic departments and programs, 24 centers, four institutes and four clinics. CSULB faculty members are widely recognized for their research and creative activities. This institution has the highest average graduation rate and the lowest average time to graduation among the public master's-degree-granting universities in the West (**Source: www.csulb.edu**)

CALIFORNIA STATE UNIVERSITY, SAN MARCOS

CSUSM is located in North San Diego County. Founded in 1989, California CSUSM is the 20th campus to be established in the 23-campus CSU system. More than 14,000 students attend its 304-acre, state-of-the-art main campus. It offers a wide variety of degree programs and it is widely recognized for its scientific and technological approach (**Source: www.csusm.edu/**)

STELLA AND GUTTMAN COMMUNITY COLLEGE

Established in 2011, Guttman was CUNY's first new community college in more than 40 years. Located in Midtown Manhattan, this is an urban public institution that offers associate degree programs, based on extensive research. -It provides a proactive teaching approach and focuses on students not effectively served in higher education. Opening in 2012 with 300 students, today Guttman has close to 700 students (**Sources: guttman.cuny.edu and The College Navigator**).

DALLAS COUNTY COMMUNITY COLLEGE

DCCCD is one of the largest community college systems in Texas. Its seven independently accredited colleges of Dallas County Community College District (DCCCD) include Brookhaven, Cedar Valley, Eastfield, El Centro, Mountain View, North Lake and Richland. In total, the system has nearly 73,000 students and more than 7,000 full- and part-time faculty, staff and administrators (**Source: www.dcccd.edu**)

HOUSTON COMMUNITY COLLEGE

Houston Community College is an open-admission, public institution of higher education. This institution has more than 58,000 students enrolled across its campuses. It academically focuses on English and Communication, Liberal Arts, Humanities, Education, Life and Natural Sciences, Math, and Social and Behavioral Sciences programs (**Source: www.hccs.edu**).

ROSETTA STONE (Corporate Partner)

Rosetta Stone Inc. is dedicated to changing people's lives through language and literacy education. The company's language and reading programs are used by schools, businesses, government organizations and millions of individual learners around the world. Founded in 1992, the company pioneered the use of interactive software to accelerate language learning. The company's cloud-based programs allow users to learn online or on-the-go, whether in a classroom, in a corporate setting, or in a personal learning environment (**Source: www.rosettastone.com**).

RECOGNITION TO FORMER LEADERSHIP

Throughout its history of more than 20 years, HETS has been privileged to gather an outstanding number of renowned educational leaders. Many of these leaders have guided the organization's steps since its inception, as founding fathers, while others have joined along the way, leaving significant contributions. Unfortunately, along the years, some of these leaders have made the decision to retire, not without first leaving a great legacy. For the first time, we would like to take a space in our Annual Report to recognize several of the leaders who are not part of the Consortium any longer, but who helped build what the HETS Consortium is today. WE THANK THEM FOR THEIR LEADERSHIP AND LEGACY!

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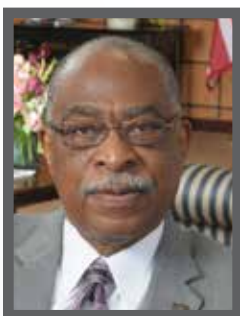
A través de su historia de más de 20 años, HETS ha tenido el privilegio de reunir a líderes de renombre en el sector de la educación. Muchos de estos líderes han guiado los pasos del Consorcio desde su fundación, como padres fundadores. Otros se han unido a través del camino, dejando contribuciones significativas. Desafortunadamente, algunos de estos líderes dejan de estar con nosotros al tomar la decisión de retirarse, no sin antes dejar un gran legado. Por primera vez, HETS desea dedicar un espacio en su Informe Anual para reconocer a un grupo de líderes que no son parte ya del Consorcio, pero que ayudaron a construir lo que la organización es hoy día. ¡LES DAMOS LAS GRACIAS POR SU LIDERAZGO Y SU LEGADO!



Dr. Norman Maldonado

Former President of the University of Puerto Rico

Dr. Maldonado was one of HETS founding fathers. He served as member of the HETS Board of Directors until he stepped down in 2001. The University of Puerto Rico affiliated to HETS during Dr. Maldonado's presidency, in 1998, and continues to be part of the Consortium. Dr. Maldonado was a highly supportive and active during his time in HETS, hosting many Board meetings and events at his institution.



Dr. James Lyons

Former President of California State University at Dominguez Hills

CSUDH affiliated to HETS under Dr. Lyons's leadership back in 2000. He contributed greatly to the progress of the organization during this Board service. Dr. Lyons served as Board Regional Representative and was highly supportive of the organization. He also served as a designated member of the Board Nominations Committee. He was very active at Board meetings and hosted HETS campus visits at CSUDH.



Dr. Carolyn Williams

Former President of the Bronx Community College

The Bronx Community College became a HETS member under Dr. William's presidency in 2004. She contributed vastly as member of the Board, Secretary of the Board, and host to several HETS events, including Board meetings and campus visits. She will always be remembered for her active participation and her multiple contributions. Dr. Carolyn Williams retired in 2011.



Dr. Dolores Fernández

Former President of Hostos Community College

Dr. Dolores Fernández was one of the pioneering “founding fathers” of the HETS Consortium. Hostos Community College has been a member since 1998, thanks to the active involvement of Dr. Fernández, who encouraged the participation of institutional constituencies consistently throughout her years as part of the Board. She served as HETS Board Secretary and was one of HETS most active Board members. During its 10th Anniversary in 2003, HETS recognized her role as founding member and the support of Hostos as host institution for Board meetings. She also hosted several campus visits and the HETS 10th Anniversary celebration. Dr. Fernández stepped down as President of Hostos in 2008, after 10 years.



Dr. Marcelina Vélez de Santiago

Former President of the Pontifical Catholic University of Puerto Rico

Dr. Marcelina Vélez de Santiago was instrumental to the PCUPR's affiliation to HETS in 2005 and the institution's active participation during her leadership term. She also served as Secretary of the HETS Board of Directors and was recognized as a highly active member. In addition, she supported efforts to strengthen relations with the institution's instructional and administrative staff by hosting several campus visits. Dr. Vélez concluded her term as President of the PCUPR in 2009.



Prof. Nilda Nadal Carreras

Former President of *Universidad Central de Bayamón*

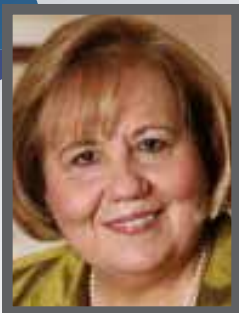
Universidad Central de Bayamón became a member of the HETS Consortium under Professor Nadal's presidency in 2006. Prof. Nadal was a very supportive and dynamic member. In addition to her many other contributions, she served as Secretary of the HETS Board. She was also very supportive of HETS relations with the institutions, hosting several campus visits at UCB.



Dr. Jerónimo Domínguez

Former Vice Provost of Extended Education, University of New Mexico

Dr. Domínguez was one of HETS most active and engaging members throughout his affiliation to the Consortium. UNM was another of HETS founding institutions and affiliated as member in 1998, under Dr. Domínguez's leadership. He served as Board Regional Representative and proposed and led many initiatives during his time in HETS. Under his leadership, UNM was a headquarter member institution and a host institution to HETS Board meetings. Dr. Domínguez retired in 2014.



Dr. Ileana Rodríguez García

Former President of Carlos Albizu University

Carlos Albizu University affiliated to HETS under the leadership of Dr. Ileana Rodríguez García in 2006. Throughout her term as member of the HETS Board of Directors, Dr. Rodríguez García provided her ongoing support to HETS initiatives and participated actively in Board meetings. She was also highly supportive of HETS work and collaboration with institutional constituencies, opening her institution's doors as host of HETS campus visits. Dr. Ileana Rodríguez García's term as President of the CAU concluded in 2014.



Dr. Robert Messina

Former President of Burlington County College

Dr. Messina led Burlington County College for 25 years. Under his leadership, he encouraged and supported the institution's affiliation to the HETS Consortium in 2003. He served as Board Regional Representative and participated actively in HETS Board meetings. Dr. Messina also opened the doors to the HETS staff several times, motivating the participation of his institutional constituencies as part of the HETS Campus Visits. Dr. Robert Messina retired in 2012.



Dr. Wendy Lawrence

Former Vice Provost for Research and Sponsored Projects, University of Texas Pan American

The University of Texas-Pan American is one of the founding member institutions of the Consortium. It affiliated to HETS in 1998, under the leadership of Dr. Wendy Lawrence, who served as Vice Provost for Research and Sponsored Projects for 10 years, until 2012. Her encouragement of the institution's active participation in the Consortium was such that this institution continues its involvement and contribution to HETS, even after Dr. Lawrence's retirement. Dr. Lawrence served as Board Regional Representative and was recognized for her dynamic contributions during Board meetings and as committee member. She also hosted HETS Board meetings at UTPA.



Dr. Myra Smith

Former Vice President of Student and Multicultural Affairs, Springfield Technical Community College

Springfield Technical Community College's affiliated to HETS under Dr. Smith's leadership. She served as Board representative, attending all meetings until her retirement in 2015. She showed great support to the Consortium and contributed actively during her participation in Board meetings. Dr. Smith also hosted several HETS Campus Visits at STCC.



Dr. Carole M. Berotte Joseph

Former President of Bronx Community College

Bronx Community College has been a member of HETS since 2004. Its affiliation with the Consortium started under the leadership of Dr. Carolyn Williams and the support continued under the presidency of Dr. Berotte-Joseph. Since her appointment in 2011, Dr. Berotte-Joseph contributed greatly to the Consortium, participating actively in the organization's meetings. She also opened BCC's doors as host of HETS Board meetings. Dr. Carole M. Berotte Joseph left the presidency of BCC in 2014.



Dr. Lizzette Richardson

Former Associate Vice Chancellor, City Colleges of Chicago

Dr. Lizzette Richardson had a key role in HETS relationship with City Colleges of Chicago. The institution affiliated to HETS under her leadership and continued its participation in the Consortium until 2013. Dr. Richardson served as the main liaison between HETS and CCC. She was a very active member, serving dynamically in HETS Task Forces and Committees. She also hosted Board campus visits and meetings at CCC.



Dr. Eduardo J. Marti

Former President of Queensborough Community College
Former Vice Chancellor for Community Colleges
of City University of New York

QCC joined HETS in 2002, under the leadership of Dr. Eduardo Marti. Dr. Marti served as Chairman of the Board and participated in several Board committees. He was also instrumental to some of the most important initiatives of the Consortium, including the HETS Online Journal, being one of its major proponents. He was actively involved in the Board meetings and guided important decisions. In 2014, HETS recognized Dr. Marti's contributions and invaluable roles.



Dr. José Jaime Rivera

Former President of the University of Sacred Heart

USH affiliated to HETS under the leadership of Dr. Rivera, who was one of the greatest supporters of the Consortium throughout his 15 years serving in the HETS Board. He served as Board Treasurer, host to Board meetings and HETS events. On January 15, 2014, HETS recognized his role as Founding Member, Treasurer, and many contributions in other invaluable roles, which fueled the organization towards the accomplishment of its goals and objectives. Dr. Rivera retired in 2014.

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