

# 2016-17

## ANNUAL REPORT



# 2016-17

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## Message from the Chairman of the Board of Directors

It has been an honor to serve the HETS Consortium and support its Board of Directors as Chairman this year. 2016-2017 was a key year for HETS, as we completed the final year of our 2012-2017 Strategic Plan. We embarked on the drafting and approval of the next three-year strategic period, which sets a clear direction for the work of this organization and reaffirms its commitment to Hispanic/Latino student access and success in Higher Education. These past five years were fundamental to the growth and development of the Consortium. The 2012-2017 Strategic Plan was developed aimed at propelling HETS to a higher level of visibility and to provide excellent services to its members. This Annual Report summarizes the results of the last year of the strategic plan implementation and provides insights into our objectives for an exciting new era.

For the last several years, I have served the Consortium as part of the Board of Directors, and I am happy to continue to make contributions to the future of HETS as the Consortium moves towards enhanced goals and objectives. This upcoming year, as we celebrate our 25th anniversary, we are proud to continue to seek ways to enhance the educational opportunities for the Hispanic/Latino community. I look forward to continuing to work with Board Members, institutional constituencies, the HETS staff, collaborators, and the multiple communities impacted by the organization to trace new paths and promote innovative options in Hispanic Higher Education.

Thank you for your invaluable collaboration.

Sincerely,

Carlos Vargas-Aburto, Ph.D.  
HETS Board of Director Chairman  
President, Southeast Missouri State University

# Message from the Executive Director

Dear Members and Colleagues:

I would like to begin by thanking our members, collaborators, and partners for another year of significant support and direction. With this Annual Report, we close the five-year period of our 2012-2017 Strategic Plan. It has been five years of ongoing growth for the organization. We appreciate your support and trust throughout this time and, especially, your invaluable input and contributions. Your support has brought us this far along.

As we embark on a new strategic term, we commit to continue working collaboratively to further advance opportunities for your institutions, constituencies, students, and communities. This is what inspires us every day. It is such a joy to go over this report and see all we were able to accomplish in these past five years. We hope you enjoy the 2016-2017 HETS Annual Report and that you continue to join us in this path towards Hispanic student success.

Best regards,



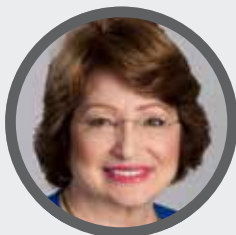
Yubelkys Montalvo, MA  
Executive Director



# Hispanic Educational Technology Services 2016-2017 Board of Directors



**Dr. Carlos Vargas-Aburto**  
President  
Southeast Missouri State University  
HETS Board Chairman



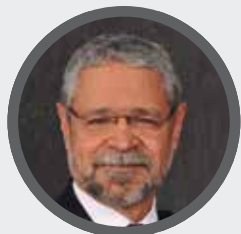
**Dr. Gloria Baquero**  
President  
National University College  
HETS Board Vice-Chair



**Mr. Manuel J. Fernós**  
President  
Inter American University of Puerto Rico  
HETS Board Treasurer



**Eng. Gladys T. Nieves**  
President  
EDP University  
HETS Board Secretary



**Dr. David Gómez**  
President  
Hostos Community College, CUNY  
HETS Board Regional Representative  
- East



**Dr. Carlos Morales**  
President  
Tarrant County College - Connect  
HETS Board Regional Representative  
- Central



**Dr. Lorena Checa**  
Vice President of Student Affairs  
California State University San Marcos  
HETS Board Regional Representative  
- West

## Executive Committee

## Directors



**Mr. José Méndez Méndez**  
President  
Ana G. Méndez University System



**Dr. María L. Hernández Núñez**  
President  
Atenas College



**Dr. B. Kaye Walter**  
President  
Bergen Community College



**Dr. Viridiana Díaz**  
Assistant Vice President  
Strategic Diversity Initiatives;  
Director, College Assistance  
Migrant Program  
California State University  
Sacramento



**Dr. Tomás D. Morales**  
President  
California State University  
San Bernardino



**Dr. Phaedra Gelpi**  
Interim Chancellor  
Colegio Universitario de San Juan



**Dr. Olga E. Rivera**  
President and CEO  
ICPR Junior College



**Dr. Jeremy Travis**  
President  
John Jay College  
of Criminal Justice  
(CUNY)



**Dr. José L. Cruz**  
President  
Lehman College  
(CUNY)



**Dr. Darrel Hillman**  
Interim President  
Universidad de Puerto Rico



**Dr. Mary Jo Parker**  
Executive Director  
UHD Scholars Academy  
University of Houston  
- Downtown



**Dr. Havidán Rodríguez**  
Provost & Executive VP  
Academic Affairs  
University of Texas,  
Rio Grande Valley





**Dr. Antonio Pérez**  
President  
Borough of Manhattan  
Community College  
(CUNY)



**Dr. Thomas Isekenegbe**  
President  
Bronx Community College  
(CUNY)



**Dr. Chris Manríquez**  
Vice President  
of Information Technology  
California State University  
Dominguez Hills



**Dr. Mildred García**  
President  
California State University  
Fullerton



**Dr. Jane Close Conoley,**  
President  
California State University Long  
Beach



**Dr. Lynn Mahoney**  
Provost & VP Academic Affairs  
California State University  
Los Angeles



**Dr. William Fritz**  
President  
College of Staten Island  
(CUNY)



**Dr. Maud Goodnight**  
Director Title V Project  
Designated Representative  
Cumberland County College  
- New Jersey



**Dr. Javier Cevallos**  
President  
Framingham State University



**Dr. Joe May**  
Chancellor  
Dallas County Community College  
- Texas



**Ms. María del Mar López**  
President  
Huertas College



**Mr. Jorge Mojica, Esq.**  
President  
Humacao Community College



**Dr. Rudolph F. Crew**  
President  
Medgar Evers College  
(CUNY)



**Dr. Diane B. Call**  
President  
Queensborough  
Community College  
(CUNY)



**Dr. Jorge I. Vélez Arocho,**  
President  
Pontificia Universidad  
Católica de Puerto Rico



**Mr. Kamari Collins**  
Vice President of Student  
and Multicultural Affairs  
Designated Representative  
Springfield Technical  
Community College



**Dr. Scott Evenbeck,**  
President  
Stella and Charles Guttman  
Community College  
(CUNY)



**Dr. José Ginel Rodríguez**  
President  
Universidad Central del Caribe  
- Puerto Rico

## Affiliate Members



**Eng. Ernesto Vázquez**  
President  
Polytechnic University of Puerto Rico



**Dr. Henry Saltiel**  
Vice President  
Information Technology  
LaGuardia Community College  
(CUNY)

# HETS Member Institutions & Partners 2016-2017

## Puerto Rico

Ana G. Méndez University System  
Atenas College  
Colegio Universitario de San Juan  
EDP University  
Huertas College  
Humacao Community College  
ICPR Junior College  
Inter American University of Puerto Rico  
National University College  
Polytechnic University of Puerto Rico  
Pontificia Universidad Católica  
Universidad Central del Caribe  
University of Puerto Rico

## United States of America

### California

California State University, Dominguez Hills  
California State University, Fullerton  
California State University, Long Beach  
California State University, Los Angeles  
California State University, Sacramento  
California State University, San Bernardino  
California State University, San Marcos

### Florida

Ana G. Méndez University System

### New York

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  
Stella and Guttman Community College

### New Jersey

Bergen Community College  
Cumberland County College

### Maryland

Ana G. Méndez University System

### Massachusetts

Framingham State University  
Springfield Technical Community College

### Missouri

Southeast Missouri State University

### Texas

Dallas County Community College  
Tarrant County College Connect  
University of Houston Downtown  
University of Texas Rio Grande Valley  
Ana G. Méndez University System

### Washington

Ana G. Méndez University System

### Virtual

Ana G. Méndez University, Virtual Campus

## Corporate Partners

### Major Corporate Partners

Blackboard, Inc.  
Grupo Parada

### Corporate Partners

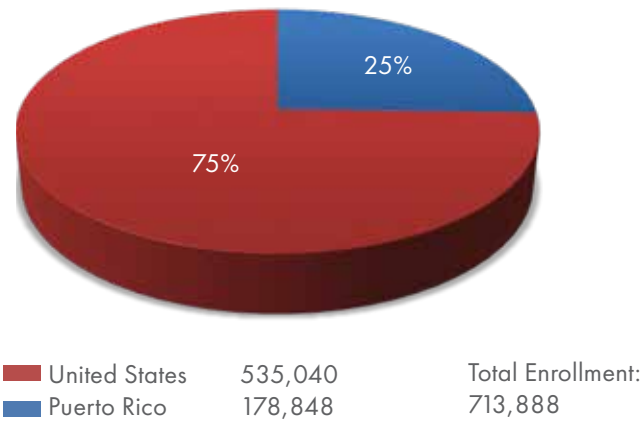
Educational Testing Services (ETS)  
Transworld Systems, Inc.  
Dialpad, Inc.



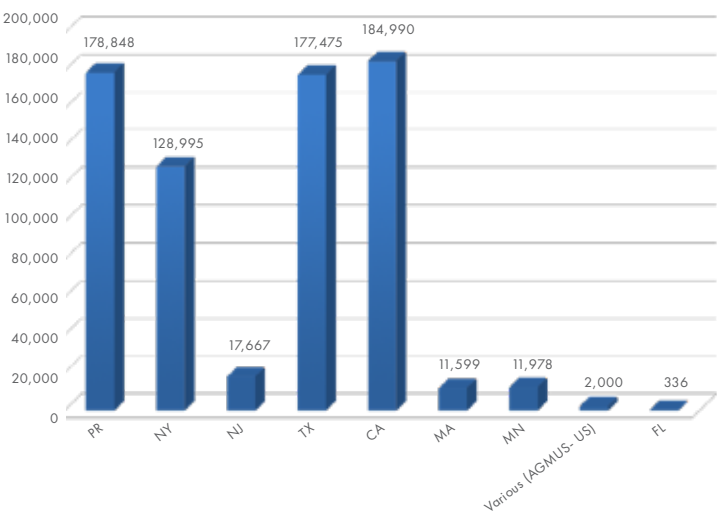
# HETS Membership Profile

## 2016-2017

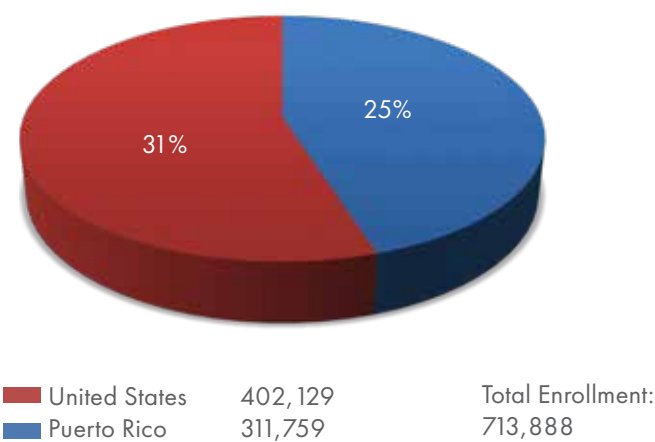
**Total Enrollment among HETS Members**  
United States and Puerto Rico (2016-2017)



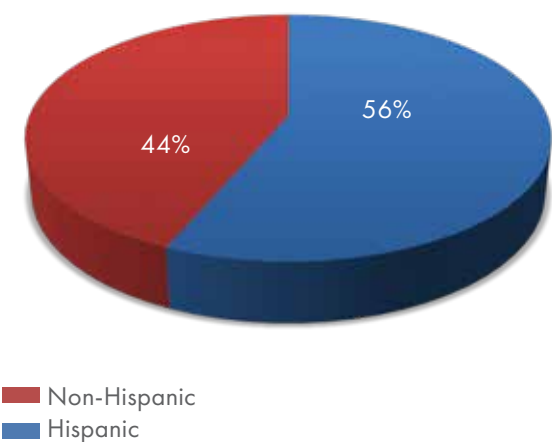
**Student enrollment among HETS Member Institutions by State**



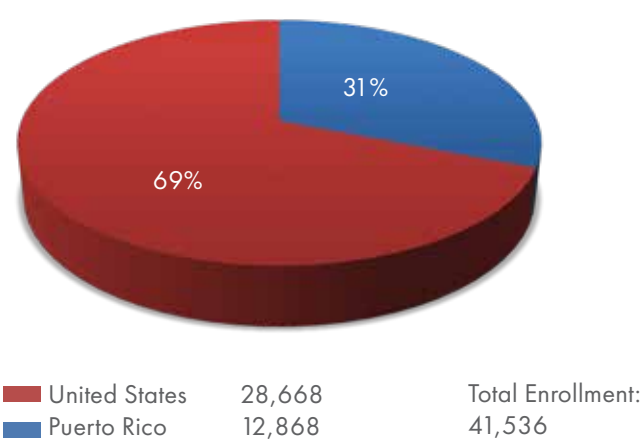
**Hispanic Enrollment**  
(2016-2017)



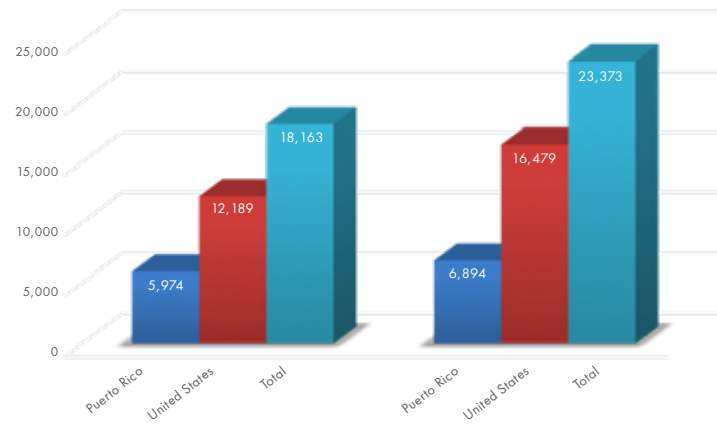
**Distribution of Hispanic Enrollment (56%)**  
(2016-2017)



**Total Faculty among HETS Member Institutions**  
United States and Puerto Rico (2016-2017)



**Full Time and Part Time Faculty at HETS Member Institutions**



# Year 2016-2017 Overview

In 2016-2017, HETS completed the fifth and last year of 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:

- Online training
- The HETS Online Journal
- Web strategies and online resources
- Student leadership showcases in Puerto Rico and New York
- The 2017 Virtual Best Practice Showcase
- Special events
- Coordination of contents and ongoing identification of experts
- Strategic alliances
- Multiple dissemination efforts
- Funding and development strategies

HETS provided member institutions with access to several online workshops, including four online workshops in Spanish and two online workshops in English. Also, HETS organized several educational events in collaboration with member institutions and corporate partners. In addition, HETS celebrated its Virtual Best Practices Showcase. Furthermore, faculty and administrators had access to an online space for collaboration through the HETS Commons. Another popular service was the HETS Online Journal. Two issues were distributed and made available online. HETS also disseminated best practices and ideas through email campaigns and social networks.

HETS was also actively involved in student-oriented events. This year, HETS organized Student Leadership Showcases in Puerto Rico and New York. The event helped identify leadership from student organizations and innovative student projects, and promote services and opportunities for students. In addition, students were reached and involved through the HETS Student Leadership Tour, the Student Leadership Workshop, and the Student Support Services Workshops. HETS also provided services and support through the HETS web portal and the Virtual Plaza, which includes resources for students, faculty, and administrators. This portal hosts the Testing and Education Reference Center (TERC) and the Career Transition service.





En el 2016-2017, HETS completó el quinto año y último año de la implementación de su plan estratégico 2012-2017. 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 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 este año. Además, continuó impactando a la población estudiantil e identificando liderato y proyectos innovadores estudiantiles. HETS continuó también sirviendo a sus miembros a través de estrategias en la red y recursos en línea en sus dos portales: [hets.org](http://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 (HOJ), la publicación profesional oficial del Consorcio. En el 2016-2017, HETS lanzó dos números del HOJ. HETS divulgó, además, las mejores prácticas entre sus instituciones miembros a través de campañas electrónicas y las redes sociales.

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# 2016-2017 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.*

## 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.*

# 2016-2017 Professional Development Opportunities

## HETS Signature Online Workshops

HETS provided member institutions with access to several online workshops, including four online workshops in Spanish: “Mejores prácticas de aplicaciones educativas Web 2.0”; “Mejores prácticas para la retención en línea”; “Competencias digitales e informacionales con los nativos digitales”; and “Mejores prácticas en trabajos colaborativos en el aprendizaje en línea”. Two online workshops in English were also offered: Using Learning Styles for Online Courses to Increase Hispanic Student’s Access and Retention and General Education/Outcomes Assessment. A total of 6 sessions were delivered to 80 participants from 17 member institutions.

*HETS ofreció varios talleres en línea, incluyendo cuatro talleres en español enfocados en mejores prácticas Web 2.0, competencias digitales con los nativos digitales, mejores prácticas de retención en línea y trabajos colaborativos en el aprendizaje en línea. 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 cerca de 80 participantes provenientes de 17 instituciones.*



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## Special Events

HETS organized several other educational events in collaboration with member institutions and corporate partners. These included the event “Enamórate del Internet”, Blackboard Connected Community PR, “Conoce nuestros expertos”, and the special event for Admissions Directors at Borough of Manhattan Community College. Jointly, these events attracted more than 116 registrations.

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*HETS también organizó otros eventos educativos en colaboración con instituciones miembros y aliados corporativos. Éstos incluyeron un evento con Blackboard para adiestrar a instituciones miembros en el uso de las herramientas y los recursos más recientes. Otros eventos en Puerto Rico incluyeron “Enamórate del Internet” y “Conoce nuestros expertos”. También se realizó un evento con directores de admisiones en BMCC. Juntos, estos eventos lograron más de 116 registros.*





# Showcasing and Disseminating Best Practices

## HETS Virtual Best Practices Showcase

This year, HETS celebrated its Virtual Best Practices Showcase from February 9th to the 17th, 2017, placing emphasis on three main tracks: Retention and Assessment in Distance Learning, Internationalization, and Placement. The event was a combination of live and asynchronous online presentations, with forums to interact with presenters and participants. A total of 12 best practices from seven institutions were showcased. The Opening Session took place at Central Office of the Inter American University of Puerto Rico. This session, which was streamed live, included a presentation on retention and assessment by Dr. José Jaime Rivera, former President of Universidad del Sagrado Corazón. The event also included a presentation by Esq. Linn Collazo on the internationalization initiatives taking place at the Inter American University Law School. The Virtual Best Practices Showcase attracted nearly 70 participants. HETS also organized this year the West Best Practices Showcase in collaboration with California State University, San Bernardino Student Affairs Office. This event, which gathered 13 participants, took place on December 9, 2016.

*La versión virtual del "HETS Best Practices Showcase" tuvo lugar nuevamente durante el mes de febrero de 2017. La sesión de apertura, que se llevó a cabo en la Oficina Central de la Universidad Interamericana de Puerto Rico, tuvo la participación del Dr. José Jaime Rivera, antiguo presidente de la Universidad del Sagrado Corazón y la Licenciada Linn Collazo de la Escuela de Leyes de la Universidad Interamericana. El evento logró reunir 12 mejores prácticas de siete instituciones y cerca de 70 participantes. Este año, HETS también organizó un evento de mejores prácticas en la región oeste de Estados Unidos, en colaboración con California State University.*



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## HETS VIRTUAL BEST PRACTICES SHOWCASE



## The HETS Online Journal

Another popular service was the HETS Online Journal. In 2016-2017, two issues were distributed and made available online, with access to a total of 8 articles from 6 institutions. Eight of the 12 articles submitted (67%) were accepted by the HOJ Editorial Board. From the Fall 2016 issue, the articles with the greatest number of views was "Implementing Technological Tools and Best Practices for Student Academic Success in STEM+H Careers" by Dr. Rolando García Gonzalez and Dr. Lilliam Martínez Rolón from Universidad del Turabo (Ana G. Mendez University System). The second most viewed article was "El Impacto de la Integración de Tecnología en el Campo de la Educación" by Dr. Janet Martínez from University of Texas Rio Grande Valley. The third most viewed was "La Metaevaluación en la Implantación de un Programa de Educación a Distancia: Un estudio de caso" by Prof. Elsa J. Pinto López, Dr. Brenda Toro Enríquez, and Dr. Juan Meléndez Alicea, from the University of Puerto Rico, Río Piedras Campus.



Otro de los servicios populares de HETS es el HETS Online Journal, la publicación profesional oficial del Consorcio. Durante el año, se publicaron dos números de la publicación con un total de ocho artículos. Los artículos más leídos este año fueron: "Implementing Technological Tools and Best Practices for Student Academic Success in STEM+H Careers", "El Impacto de la Integración de Tecnología en el Campo de la Educación" y "La Metaevaluación en la Implantación de un Programa de Educación a Distancia: Un estudio de caso".



**Pamela A. (Krauser) Vargas**  
Chief Editor  
Director, Research and Grant Development  
Southeast Missouri State University



**Prof. Ana Milena Lucumi**  
Vice President of Student Affairs  
National University College



**Mr. Sunil Gupta**  
Dean of the Center for Continuing  
Education and Workforce  
Borough of Manhattan  
Community College (CUNY)



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



**Mr. Carlos Guevara**  
Director, Office of Educational Technology  
Hostos Community College



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



**Prof. Pura Centeno**  
Coordinator, Technology Services  
and Information Literacy, IT Center  
Natural Sciences Faculty  
University of Puerto Rico,  
Río Piedras Campus



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



**Yubelkys Montalvo, M.A.**  
HETS Executive Director

# Collaboration and exchange of ideas: The HETS Commons

Faculty and administrators also had access to an online space for collaboration and exchange of ideas, knowledge, and best practices through the HETS Commons. This strategy, recommended by Dr. Carlos Guevara from Hostos Community College, strengthens the organization's impact among faculty and administrators. Replicating the success of the CUNY Academic Commons, this space aims to serve as a think tank of activities that could lead to new projects and initiatives, mainly emphasizing on the enhancement of teaching and learning through technology. The HETS Commons gathered 129 members this year, 66 more than in the previous year.



*Durante el año 2016-2017, miembros de facultad y administradores de las instituciones miembros obtuvieron acceso a un espacio de colaboración e intercambio de ideas en línea a través del HETS Commons. La iniciativa, recomendada por el Dr. Carlos Guevara de Hostos Community College, es un espacio para el intercambio de ideas, conocimiento y mejores prácticas entre miembros. Este año, el HETS Commons logró reunir a 129 miembros, 66 miembros más que el año anterior.*



## 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 Testing and Education Reference Center (TERC) and the Career Transition service, both provided as part of an alliance with Cengage Learning. This year, there were 1,741 TERC session counts and more than 1,700 visits to the Career Transition module through HETS. According to data from Cengage Learning, the most popular practice tests among students from member institutions are those for the GRE, NCLEX- RN, ASVAB, and LSAT. The Career Transition's most accessed features are the scholarships section and the resume builder.

HETS also disseminated best practices and ideas through email campaigns and social networks. In total, 87 email campaigns were sent to targeted audiences. HETS shared 800 new tweets, for a total of 13,000 messages disseminated, and ended the year with 560 Twitter followers. The organization also reached 1,030 Facebook likes and 13,714 YouTube views.

*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. En el 2016-2017, se registraron 1,741 visitas al TERC y más de 1,700 a Career Transition. HETS también compartió mejores prácticas, ideas y proyectos a través de campañas a través de correo electrónico y medios sociales. En total, se enviaron 87 campañas electrónicas. HETS compartió también 800 nuevos mensajes a través de Twitter. Logró alcanzar 560 seguidores en Twitter y 1,030 seguidores en Facebook. Sus videos en YouTube fueron vistos 13,714 veces.*



# Impacting Students

HETS has been increasingly involved in student-oriented events. Student events conducted this year included:

**HETS Student Leadership Showcase**  
**HETS Student Leadership Tour**  
**Student Leadership Workshop**  
**Student Support Services Workshops**

This year, HETS organized Student Leadership Showcases in Puerto Rico and New York, allowing the organization to connect with nearly 500 students from 12 member institutions in Puerto Rico and more than 70 students from four institutions in New York. The event helped identify leadership from student organizations and innovative student projects, and promote services and opportunities for students. In addition, through the HETS Student Leadership Tour, the organization reached out to more than 160 students. As part of this event, student leaders help promote the myriad of online support services available to students at no charge at [hets.org](http://hets.org) and the Virtual Plaza. Another 40 students were impacted through the Student Leadership Workshop, as well as 185 participants from the Student Support Services Workshops. Overall, HETS was able to reach out to more than 900 students.

## HETS Student Advisory Committee

The HETS Student Advisory Committee (SAC) continued for another year, further enhancing the Consortium's relationship with students from member institutions. The committee is currently constituted by 12 members, five more than in the previous year, from four member institutions in Puerto Rico: Ana G. Mendez University System (2), Inter American University of Puerto Rico (7), University of Puerto Rico (2), and the Pontifical Catholic University of Puerto Rico (1). The 12-member committee was highly active all through the year. Committee members published five articles in the HETS web portal and participated in five conference calls. Also, seven SAC members served as speakers during the Student Leadership Showcase.

## Student Ambassadors Program

The HETS Student Ambassadors program is a peer-driven program in which HETS-trained student leaders reach out and provide orientation/guidance to other students regarding HETS student support services. As part of this initiative, HETS identifies students from member institutions through institutional referrals and recommendations. The main role of the HETS Student Ambassador is to promote HETS services at student events and events from student organizations. Other roles could include the design of campus promotional strategies, writing for the HETS website, and providing support in updating institutional directories for HETS, among others. HETS has established a stipend to encourage student participation and to compensate for the time, efforts, and resources invested. The program, which began as a pilot program, is expected to help expand student outreach efforts. Four SAC members participated in the Student Ambassadors pilot program, three from the Inter American University of Puerto Rico and one from the Pontifical Catholic University of Puerto Rico.



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*HETS ha continuado activamente involucrado en iniciativas orientadas a los estudiantes con cuatro tipo de eventos: "HETS Student Leadership Showcase", con enfoque en proyectos innovadores de líderes estudiantiles; "HETS Student Leadership Tour", que conecta a HETS con un gran número de estudiantes de las instituciones miembros; "Student Leadership Workshop" para líderes estudiantiles; y "Student Support Services Workshops", talleres que permiten capacitar acerca de los servicios de apoyo al estudiante que ofrece HETS. En total, a través de estas iniciativas, HETS logró impactar a más de 900 estudiantes.*

*El Comité Asesor Estudiantil de HETS, establecido en octubre de 2014, es otra importante iniciativa de HETS para optimizar su relación con los estudiantes de sus instituciones miembros. Al finalizar el 2016-2017, el Comité tenía un total de 12 miembros, cinco miembros más que el año anterior. Los miembros del comité se mantuvieron muy involucrados durante el año, participando en la publicación de artículos en el portal de HETS y en cinco llamadas en teleconferencia. Además, siete de los miembros del comité participaron como oradores el "Student Leadership Showcase" y cuatro se integraron al proyecto piloto del programa de estudiantes embajadores, que promueve que líderes estudiantiles provean orientación y guía a otros estudiantes con relación a los servicios de apoyo de HETS.*

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# Promoting HETS Growth and Development

## Enhancing Sustainability

Membership dues continued to be the main source of sustainability for the HETS Consortium, representing 77% of the Consortium's total revenues. HETS continued placing emphasis on outreach efforts to increase its membership. Institutions outreached in Puerto Rico included: Dewey University, Atlantic College, Liceo de Arte y Tecnología, Mech Tech College, Ponce Health Science University, Centro de Estudios Avanzados de PR y el Caribe, and Edic College. In the United States, HETS gave follow-up to letters sent by the Board Chair, President Carlos Vargas (SEMO), to former members in the US and letters sent by President Tomás Morales (CSUSB), President Antonio Pérez (BMCC), and by President Carlos Morales (Tarrant) to prospective institutions. HETS also conducted outreach efforts internationally to Universidad Cooperativa de Colombia (UCC) and Universidad de Las Américas Puebla (UDLAP), as well as the PALECH Congress and Virtual Educa 2017. The Consortium continued diversifying its funding sources. Corporate Sponsorships and Donations represented 17% of total revenues in 2016-2017. Revenues from registration to workshops and the Virtual Best Practices Showcase represented close to 6% of total revenues this year.



*Las cuotas de membresía se mantuvieron como la fuente principal de sustentabilidad del Consorcio, representando un 77% del total de los ingresos. HETS continuó iniciativas de promoción y acercamiento a diversas instituciones, con apoyo de los miembros de la Junta, como parte de sus esfuerzos para aumentar la membresía. Los ingresos provenientes de auspicios y donativos corporativos representaron un 17%. También obtuvo ingresos de las tarifas de los eventos educativos y el Virtual Best Practices Showcase, que representaron cerca del 6% del total de ingresos.*



## Strengthening relations with and among HETS members

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 2016-2017, HETS visited 10 member campuses in Puerto Rico and nine member campuses in the US, including institutions in California, New York, and Texas. In total, 35 institutional constituencies participated in these meetings. HETS also continued to enhance collaboration opportunities among its members. For instance, this year, Southeast Missouri State and the Inter American University of Puerto Rico entered into an agreement to establish a nursing program exchange.



*HETS continuó implantando esfuerzos para mantener relaciones efectivas con sus miembros y aumentar su exposición entre ellos, visitando un total de 10 recintos de instituciones miembros en Puerto Rico y nueve en Estados Unidos. HETS continuó, además, esfuerzos para optimizar las oportunidades de colaboración entre instituciones. Este año, Southeast Missouri State University y la Universidad Interamericana de Puerto Rico firmaron un acuerdo para establecer un programa de intercambio de programas de enfermería.*





## Corporate Relations and Strategic Alliances

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. Corporate partners supporting the organization and its members this year included: Ramona Munsell & Associates, Oracle, Cengage, Lighthouse Translations, and Oracle Academy. As part of its partnership with HETS, Transworld Systems established a special rate for HETS member institutions. Also, Blackboard conducted another special event for HETS members this year.

HETS continued to participate in strategic alliances to continue expanding the work 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 2016-2017, HETS participated in several conference calls and joined the organization's Outreach Committee. HETS also took part in ICANN's At Large Structures North American Region (NARALO) Conference in April 2017. The meeting aimed to energize the community to become more active in outreach and engagement, ICANN policy comments, and involvement with Workstream 2 working groups. HETS also supported the coordination of an event in PR to discuss ICANN policy development. The Consortium also participated in the Connect Marketplace in Las Vegas, NV; The PR Chapter of the Internet Society; and the Microsoft Forum in Puerto Rico.

In addition, HETS fulfilled its agreement with Puerto Rico Department of Education to publish a second Research Report on Distance Learning Practices in PR. By the end of the current year, there were 229 report downloads in total, 114 downloads of the Virtual Educa Book and 115 downloads of the Virtual Educa Work Document.



*Otra estrategia importante este año fue el fortalecimiento de las relaciones corporativas del Consorcio, así como las alianzas estratégicas y las iniciativas de internacionalización. Estas relaciones permiten continuar expandiendo y mejorando el servicio a sus miembros. Entre los socios corporativos que apoyaron la labor de la organización este año se encuentran Ramona Munsell & Associates, Oracle, Cengage, Lighthouse Translations y Oracle Academy. 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. También participó en los eventos Connect Marketplace, el foro de Microsoft en Puerto Rico y el Capítulo de Puerto Rico de la Sociedad de Internet. Además, se concretó por segundo año consecutivo el acuerdo con el Departamento de Educación de Puerto Rico para publicar un segundo Informe de Investigación sobre las Prácticas de Aprendizaje a Distancia en Puerto Rico.*



# 2016-2017 New Members

## HETS warmly welcomes its new 2016-2017 institutional members!

### Educational Institutions

#### California State University, Sacramento (Sacramento State)

California State University—Sacramento is a public institution founded in 1947. It has a total undergraduate enrollment of 27,876. The institution ranked 70 in the 2018 edition of Best Colleges among Regional Universities in the West and 20 among public schools in the Nation. Students can choose from about 60 undergraduate degrees and about 40 master's programs. The most popular majors at California State University--Sacramento include: Business, Management, Marketing, and Related Support Services; Social Sciences; Communication, Journalism, and Related Programs; Homeland Security, Law Enforcement, Firefighting and Related Protective Services; and Parks, Recreation, Leisure, and Fitness Studies. Sacramento State's average freshman retention rate is 82% (Source: Best Colleges 2018, US News).



#### Framingham State University

Framingham State University is a public institution founded in 1839. It has a total undergraduate enrollment of 4,337. Framingham State University is ranked #126 in Regional Universities North in the 2018 edition of Best Colleges. The most popular majors at Framingham State include: Business, Management, Marketing, and Related Support Services; Social Sciences; Family and Consumer Sciences/Human Sciences; Psychology; and Communications Technologies/Technicians and Support Services. The institution's average freshman retention rate is 74% (Source: Best Colleges 2018, US News).



#### University of Houston – Downtown

University of Houston—Downtown is a public institution founded in 1974. It has a total undergraduate enrollment of 12,865. The institution ranked #96-#126 in Regional Universities West in the 2018 edition of Best Colleges. The most popular majors at University of Houston--Downtown include: Business, Management, Marketing, and Related Support Services; Multi/Interdisciplinary Studies; Psychology; Homeland Security, Law Enforcement, Firefighting and Related Protective Services; and Communication, Journalism, and Related Programs. Its average freshman retention rate is 66% (Source: Best Colleges 2018, US News).



# HETS 2012-2017 Strategic Period: Summary of Accomplishments

The 2012-2017 strategic period was a key developmental five-year term for the HETS Consortium. Multiple services were developed and established during this time. In addition, HETS advanced significantly its growth and development as an organization within the Hispanic Higher Education scenario. Moreover, it continued to progressively define its focus and its role as a capacity-building and support resource for member institutions. HETS also gained recognition within the educational technology industry, which was fundamental in building bridges between organizations in this industry and member institutions. This section includes a summary of the objectives and activities accomplished during this period.

## From 2012 to 2017, the HETS Consortium:

- Encouraged and promoted the publication of articles related to Hispanics' access to higher education, retention, and assessment through the HETS Online Journal. A total of 57 articles were published in 10 HOJ issues.
- Disseminated and promoted successful models and best practices through best practices showcases, special events, social media tools, Virtual Plaza, and email campaigns. More than 100 best practices were showcased through the HETS BPS and the Virtual BPS.
- Delivered numerous cost-efficient training opportunities (workshops, webinars, special events, collaboration with members and partners). A total of 32 sessions of the HETS signature workshops (face to face and online) were delivered. The organization reached more than 500 workshop registrations in the five-year period. There were also 16 special events with over 500 registrations.
- Supported faculty members and administrators in the development and implementation of models that foster motivation, retention, and success through the strategic use of technology.
- Conducted initiatives to support student access to and success in Higher Education. The Testing and Education Reference Center had a total of 6,097 visits and the Career Transition service more than 7,000. Students from nearly 30 member institutions accessed these services.
- Encouraged and involved students from member institutions in events specifically designed for them. Overall, the Student Leadership Showcases reached nearly 1,700 students and the Student Leadership Tour connected the organization with more than 900 students.
- Identified expert resources among members and partners to provide guidance on implementing retention/student engagement models through technology.
- Increased faculty participation in HETS initiatives, events, and publications. Constituencies from more than 20 member institutions got actively involved in the HETS Task Forces.
- Increased HETS visibility internally and externally. HETS conducted nearly 160 meetings across visited member campuses and reached out to numerous educational institutions, corporations, nonprofit organizations, and international entities.
- Identified and attracted corporate partners and sponsors for HETS events.
- Increased the self-sustainability potential of the organization by diversifying its funding sources.
- Outreached for new member institutions in the US and Puerto Rico. The number of member institutions increased by 10 from 2012 to 2017.



*El período estratégico 2012-2017 fue un término de desarrollo a cinco años para el Consorcio. Se desarrollaron múltiples servicios durante este tiempo y el Consorcio logró avanzar su crecimiento como organización dentro del escenario de la Educación Superior Hispana. Más aún, HETS continuó progresando hacia la definición del enfoque de su labor y su rol de capacitación y recurso de apoyo para las instituciones miembros. También logró reconocimiento dentro de la industria de tecnología en la educación, que es fundamental para el establecimiento de relaciones entre las organizaciones en esta industria y las instituciones miembros. Durante estos cinco años, HETS publicó 57 artículos en el HETS Online Journal, facilitó 32 sesiones de sus talleres y 16 eventos especiales, alcanzando más de 1,000 registros entre ambos. Impactó, además, a más de 1,700 estudiantes a través del "Student Leadership Showcase" y se conectó con más de 900 estudiantes a través del "Student Leadership Tour".*





# Looking Ahead: HETS 2017-2020 Strategic Framework

## Vision:

To become the leading Hispanic bilingual technology consortium to enhance Hispanic/Latino student access and success in Higher Education.

## Mission:

To promote, support, and increase the capabilities of member institutions to enhance Hispanic/Latino student access, retention, and success in Higher Education through the strategic integration of technology.

## Strategic Goals

1. Promote and advance innovation, leadership, and opportunities in Hispanic Higher Education.
2. Promote and support the strategic and efficient use of technology to facilitate educational opportunities for Hispanic/Latino students.
3. Create ongoing development opportunities for faculty and administrators from member institutions in the use of technology to foster quality teaching, online learning, student access, and student retention.
4. Foster leadership development among Hispanic/Latino students from member institutions in order to widen their opportunities for success in Higher Education.
5. Provide access to up-to-date resources for faculty, administrators, and students from member institutions.
6. Foster the development and implementation of best practices.
7. Facilitate, promote, and nurture strategic alliances among members and with the academic, government, corporate, and non-profit sectors.

## Core Strategic Areas

### 1. Access

This strategic area focuses on increasing Hispanic access to Higher Education and achievement of a Higher Education degree. HETS will aim to help members enhance the potential of their recruitment efforts and increase Hispanics' understanding about opportunities available to access and succeed in Higher Education.

### 2. Retention and Successful Completion

HETS will promote the strategic use of technology to support, drive, and optimize retention and successful completion of Hispanic students at member institutions.

### 3. Online Learning/ Technology Integration

Through this core area, HETS will promote and encourage the effective integration of online learning and technology innovation, as means to support student access, retention, and successful completion, placing emphasis on quality teaching and learning and assessment.



# Recognition of HETS 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. This space in our Annual Report recognizes several of the leaders who, after this year, will not be part of the Consortium any longer. These leaders helped build what the HETS Consortium is today and we thank them for their LEADERSHIP and LEGACY.

*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, luego de este año, no continuarán formando parte del Consorcio, pero que aportaron grandemente a lo que la organización es hoy día. LES DAMOS LAS GRACIAS POR SU LIDERAZGO Y SU LEGADO.*



**Jeremy Travis, Esq.**  
Former President  
John Jay College  
of Criminal Justice, CUNY

John Jay College of Criminal Justice of the City University of New York is one of the HETS Consortium's founding members. Esq. Jeremy Travis served as President of the Institution for more than 13 years and was recently recognized as President Emeritus. As the leader of John Jay College, President Travis was a member of the HETS Board of Directors for 13 years. Under his leadership, JJC hosted HETS Board Meetings (2007), and one Student Leadership Showcase (2016).



**Dr. Lawrence Kobilinsky**  
Professor Emeritus  
John Jay College  
of Criminal Justice, CUNY

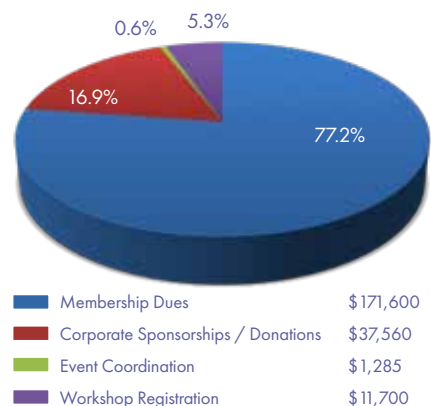
Dr. Lawrence Kobilinsky, as Provost at John Jay College, was the designated representative to the HETS Board in many occasions during these past 20 years. He was member of HETS since 1995. Dr. Kobilinsky made extraordinary contributions to the HETS Consortium. He was also a very active Board representative, always showing genuine interest in the progress of the organization. Among other contributions, Dr. Kobilinsky participated in the HETS Collaborative Distance Learning Initiatives under the HETS Learning Anywhere Anytime Partnerships (LAAP) Project. Also, given his legal expertise, he also supported the revision of the HETS Bylaws and advised the Board's Executive Committee on related matters. He is currently Professor Emeritus at JJC.



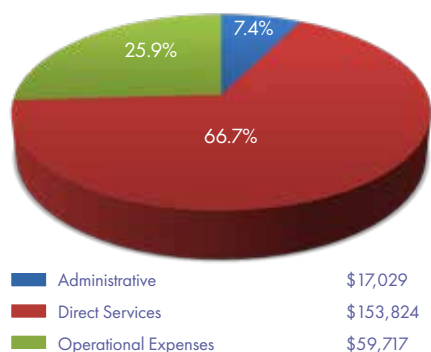


# 2016-2017 Financial Statements

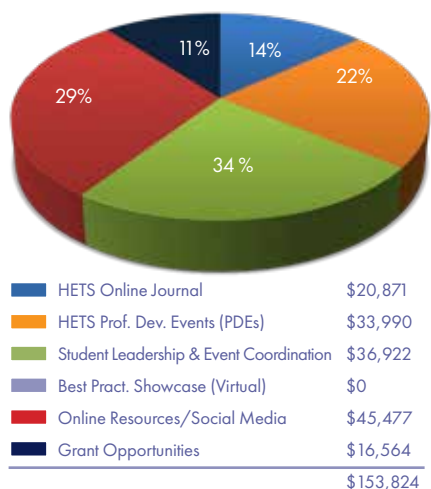
## Distribution of 2016-2017 Revenues



## Distribution of 2016-2017 Expenses



## Distribution of HETS 2016-2017 Direct Services Expenses



## Statement of Activities

Actuals as of May 31, 2017 and June 2017 projected

Description	Fiscal Year 2017*	Fiscal Year 2016 (AUDITED)	% Change
<b>REVENUES</b>			
Membership Dues	\$171,600	\$191,537	-10.41
Corporate Spons. & Donations	\$37,560	\$56,222	-33.19
Best Practices Showcase (Virtual)	\$1,285	\$22,377	-94.26
Workshop Registration	\$11,700	\$11,450	2.18
<b>Total Revenues</b>	<b>\$222,145</b>	<b>\$281,586</b>	<b>-21.11</b>
<b>EXPENSES</b>			
Administrative	\$17,029	\$19,067	-10.69
Direct Services	\$153,824	\$178,571	-13.86
Operational Expenses	\$59,717	\$56,093	6.46
<b>Total Expenses</b>	<b>\$230,570</b>	<b>\$253,731</b>	<b>-9.13</b>
<b>Change in Net Assets</b>	<b>(\$8,425)</b>	<b>\$27,855</b>	<b>-130.25</b>
Net Assets at Beginning of Year	\$62,719	\$34,864	79.90
<b>Net Assets at End of Year</b>	<b>\$54,294</b>	<b>\$62,719</b>	<b>-13.43</b>

## Statements of Financial Position

Actuals as of May 31, 2017 and June 2017 projected

Description	Fiscal Year 2017*	Fiscal Year 2016 (AUDITED)	% Change
<b>ASSETS</b>			
<b>Current Assets</b>			
Banco Popular Checking Account	\$69,229	\$57,959	19.44
Accounts Receivable	\$15,329	\$28,817	-46.81
Prepaid Expenses	\$ 6,915	\$6,013	15.00
<b>Total Current Assets</b>	<b>\$91,473</b>	<b>\$92,789</b>	<b>-1.42</b>
<b>PROPERTY AND EQUIPMENT</b>			
<b>Property and Equipment</b>			
Equipment	\$6,769	\$6,769	0.01
Accum. Depreciation	-\$4,049	-\$2,694	50.28
<b>Total Property and Equipment</b>	<b>\$4,075</b>	<b>\$1,050</b>	<b>288.08</b>
<b>Total Assets</b>	<b>\$94,194</b>	<b>\$96,864</b>	<b>-2.76</b>
<b>LIABILITIES AND NET ASSETS</b>			
<b>Current Liabilities</b>			
Accounts Payable	\$26,172	\$27,442	-4.63
Accrued Expenses	\$8,326	\$6,303	32.10
Deferred Revenues	\$5,400	\$400	1,250.00
<b>Total Current Liabilities</b>	<b>\$39,898</b>	<b>\$34,145</b>	<b>16.85</b>
<b>NET ASSETS</b>			
<b>Total Net Assets</b>	<b>\$62,719</b>	<b>\$34,863</b>	<b>79.90</b>
Net Income	-\$8,423	\$27,856	-130.24
<b>Total Net Assets</b>	<b>\$54,296</b>	<b>\$62,719</b>	<b>-13.43</b>
<b>Total Liabilities &amp; Net Assets</b>	<b>\$94,194</b>	<b>\$96,864</b>	<b>-2.76</b>

\* Actuals as of May 31, 2017 and June 2017 projected.

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The image is a dark blue background with a large white circle in the center. The text "2016-17" is written in a large, bold, dark blue font inside the circle. Below it, the words "ANNUAL REPORT" are written in a smaller, dark blue, all-caps font.

# 2016-17

ANNUAL REPORT



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