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Dear members, partners, and collaborators:

Year after year, HETS looks back at the accomplishments, challenges, and opportunities of both the organization and its members. This is a gratifying and envisioning process that allows us to continue planning for ways to accomplish our mission and vision to support our Hispanic communities. As we review year 2017-2018, we see a year filled with efforts at multiple levels to continue increasing opportunities for our members, their students, and faculty.

Our priorities this year were to help increase understanding of opportunities available to Hispanics in higher education and opening doors for them to succeed by optimizing efforts at our member institutions to enhance access, retention, and successful completion, and online learning and technology integration. Using technology to widen opportunities for our members and their constituencies has been our aim for years and, once again, this year, we were able to show that technology-based tools and strategies are fundamental to accomplishing our mission in this era.

Certainly, our members’ active involvement has made our goals and objectives a reality. This Annual Report summarizes and highlights not only the results of our work during 2017-2018, but also the product of your support for this past 25 years. This 25th Anniversary celebration reminds us of the evolution and growth of this organization, as well as the loyalty of a vast number of affiliated members that have made it possible for this to be a family, not just a formal entity. This celebration is so important because it gathers different generations of members, and opens our doors to another significant group of key constituencies and leaders that are eager to work for the progress of education and educational opportunities for Hispanics. We are immensely grateful to them, their constituencies, our corporate partners, and our collaborators for facilitating the work of this organization, and for providing us with new opportunities to grow and make an impact.

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

Best regards,

Carlos Vargas-Aburto, Ph.D.
Chairman of the Board of Directors
Message from the Executive Director

Dear Members and Colleagues:

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

In 2017-2018, we were able to accomplish our annual goals and take advantage of new opportunities along the way. Our work included multiple efforts to disseminate and share best practices, identify and disseminate the many useful resources at our member institutions, provide access to numerous support resources for your students and constituencies, provide ongoing professional development opportunities for your faculty and staff, and identify expert resources to continue providing guidance on the use of technology to enhance opportunities for the Hispanic educational community.

We were able to serve our members in multiple ways. We want to share with you the results of our work by giving you an overview of the many milestones accomplished. We were also able to continue our growth and development as a support organization and an advocate for Hispanic Higher Education. As we close this year, and celebrate our 25th Anniversary, I would like to express my profound appreciation for our members’ commitment to this organization, and their faith in the power of collaboration. This is what makes this organization so special! Join us in celebrating 25 years of success, and another year of work towards our mission.

Sincerely yours,

Yubelkys Montalvo, M.A.
Executive Director
2017-2018
HETS Board of Directors

Executive Officers

Dr. Carlos Vargas-Aburto
HETS Chair
President
Southeast Missouri State University
(Member Institution since 2015)

Dr. Carlos Morales
HETS Vice Chair
President
TCC Connect Campus of the Tarrant County College District – Texas
(Member Institution since 2013)

Manuel J. Fernós, Esq.
HETS Treasurer
President
Universidad Interamericana de Puerto Rico
(Member Institution since 1998)

Eng. Gladys Nieves
HETS Secretary
President
EDP University
(Member Institution since 2010)

Dr. David Gómez
HETS Regional Representative - East
President
Hostos Community College
(Member Institution since 1993)

Dr. Gloria Baquero
HETS Regional Representative - East
President
National University College
(Member Institution since 2008)

Dr. Lorena Chaca
HETS Regional Representative - West
Vice President of Student Affairs
California State University San Marcos
(Member Institution since 2014)

Board Members

Juan C. Nazario, Esq.
President, American University
(Member Institution since 2015)

José F. Méndez Méndez
President
Ana G. Méndez University System
(Member Institution since 1993)

Dr. María L. Hernández Núñez, MSN, DHC
President, Atenas College
(Member Institution since 2013)

Dr. Phaedra Gelpí
Chancellor
Colegio Universitario de San Juan
(Member Institution since 2012)

Dr. William Fritz
President
College of Staten Island
(Member Institution since 2008)

Dr. Maud Goodnight
Designated Representative, Acting Executive Dean, Arts and Innovation Center/ Title V, Cumberland County College
(Member Institution since 2015)

Dr. José L. Cruz
President
Lehman College
(Member Institution since 1993)

Dr. Alicia Harvey-Smith
Designated Representative
Executive Vice Chancellor
Lone Star College System
(Member Institution since 2017)

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

Dr. Scott Evenbeck
President, Stella and Charles Guttman Community College
(Member Institution since 2014)

Dr. José Pons
President
Carlos Albizu University
(Member Institution since 2006)

Dr. Waleska Crespo
President
Universidad Central del Caribe
(Member Institution since 2012)
Dr. Antonio Pérez
President, Borough of Manhattan Community College, (Member Institution since 1999)

Dr. Dr. Thomas Isekenegbe
President, Bronx Community College, (Member Institution since 2004)

Dr. Chris Manriquez
Vice President, Information Technology, California State University Dominguez Hills (Member Institution since 2000 & rejoined 2015)

Dr. Lynn Mahoney
Designated Representative Provost and Vice President, Academic Affairs, California State University Los Angeles (Member Institution since 2015)

Dr. Viridiana Diaz
Designated Representative Assistant Vice President, Strategic Diversity Initiatives & College Assistance Migrant Program California State University Sacramento (Member since 2016)

Dr. Dr. Joe May
President, Dallas County Community College District (Member Institution since 2014)

Dr. Carmen Cid
Designated Representative Dean of Arts and Sciences Eastern Connecticut State University (Member Institution since 2017)

Dr. Javier Cevallos
President, Framingham State University (Member Institution since 2017)

Dr. Madeline Burillo-Hopkins
President, Houston Community College (Member Institution since 2014)

Dr. Olga E. Rivera
President & CEO, ICPR Junior College (Member Institution since 2012)

Dr. Dr. Karol V. Mason
President, John Jay College of Criminal Justice (Member Institution since 1995)

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Dr. Dr. Karol V. Mason
President, John Jay College of Criminal Justice (Member Institution since 1995)
2017-2018
HETS Members Profile

Total Enrollment among HETS Members
United States and Puerto Rico (2017-2018)

- United States: 622,094
- Puerto Rico: 164,272
- Total Enrollment: 786,366

Hispanic Enrollment
2017-2018

- Non-Hispanic: 351,439
- Hispanic: 434,927
- Total Enrollment: 786,366

Student Enrollment among HETS Member Institutions by State

Distribution of Hispanic Enrollment
2017-2018

- United States: 270,655
- Puerto Rico: 164,272
- Total Hispanic: 434,927

Distribution of Hispanic Enrollment
2017-2018

- United States: 622,094
- Puerto Rico: 164,272
- Total Enrollment: 786,366

Total Faculty among HETS Member Institutions
United States and Puerto Rico (2017-2018)

- United States: 32,531
- Puerto Rico: 12,153
- Total Faculty: 44,684

Full Time and Part Time Faculty at HETS Member Institutions

Part-Time
- Puerto Rico: 5,570
- United States: 12,731
- Total: 18,301

Full-Time
- Puerto Rico: 6,583
- United States: 19,780
- Total: 26,363
# HETS Member Institutions & Partners per State 2017-2018

## Puerto Rico
- American University
- Ana G. Méndez University System
- Atenas College
- Carlos Albizu University
- Colegio Universitario de San Juan
- EDP University
- ICPR Junior College
- Inter American University of Puerto Rico
- National University College
- Polytechnic University of Puerto Rico
- Universidad Central del Caribe
- University of Puerto Rico

## United States of America

### California
- California State University, Dominguez Hills
- California State University, Los Angeles
- California State University, Sacramento
- California State University, San Bernardino
- California State University, San Marcos

### Connecticut
- Eastern Connecticut State University

### Florida
- Ana G. Méndez University System
- Carlos Albizu University

### Maryland
- Ana G. Méndez University System

### Massachusetts
- Framingham State University
- Springfield Technical Community College

### Missouri
- Southeast Missouri State University

### New Jersey
- Cumberland County College
- 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 Charles Guttman Community College
- University at Albany

### Oklahoma
- Oklahoma City Community College

### Texas
- Dallas County Community College District
- Houston Community College
- Lone Star College System
- Northeast Lakeview College of the Alamo Colleges District
- Tarrant County College- Connect
- 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
- Blackboard, Inc.
- Grupo Parada
- Educational Testing Services (ETS)
- Inter Staff, Inc.
- EmblemHealth
- Lighthouse Translation and Interpretation Services
Vision, Mission, and Core Areas

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

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

Core Areas

STRATEGIC AREA 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.

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 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.

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

CORE STRATEGIC AREA 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.

Apoyar a los miembros en el establecimiento de una cultura sólida de avalúo a través del uso de la tecnología.
Overview of Strategic Year 2017-2018

In 2017-2018, HETS completed year one of the implementation of its most recent strategic plan period. The organization focused on the main core areas of this three-year period: access, retention and successful completion, and online learning and technology integration. HETS gave priority to services and activities that help increase understanding of opportunities available to Hispanics to access and succeed in Higher Education; support, drive, and optimize the retention of Hispanic students at member institutions; and foster effective integration of online learning and technology innovation. Activities taking place throughout the year in order to achieve these goals included, among others:

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

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En el 2017-2018, HETS completó el primer año de implementación de su plan estratégico más reciente. La organización centró sus esfuerzos en las tres áreas esenciales de su periodo estratégico de tres años: acceso, retención y finalización exitosa; y aprendizaje en línea e integración de tecnología. De esta forma, el Consorcio dio prioridad a servicios y actividades destinadas a: aumentar el entendimiento sobre oportunidades disponibles para que el estudiante hispano acceda a y tenga éxito en la educación postsecundaria; apoyar y optimizar la retención del estudiante hispano en las instituciones miembros; y fomentar la integración efectiva del aprendizaje en línea y la innovación tecnológica. Las actividades y estrategias del año cubierto en este informe incluyeron:

- Divulgación de investigación y promoción de mejores prácticas en las áreas de acceso, retención y avalúo a través del HETS Online Journal, el Best Practices Showcase, medios sociales, los portales de HETS y campañas de correo electrónico
- Identificación y divulgación de recursos útiles en las instituciones miembros
- Acceso a recursos de apoyo y herramientas para estudiantes, facultad y administradores a través de la Plaza Virtual, incluyendo los Student Leadership Showcase celebrados en PR y NY, y el Programa de Estudiantes Embajadores en PR
- Oportunidades de desarrollo profesional en línea para apoyar a la facultad en el desarrollo y la implementación de modelos que promueven la retención y utilizan la tecnología para facilitar el avalúo
- Identificación de recursos expertos entre miembros y socios para proveer dirección en la implementación de modelos de retención y motivación del estudiante a través de la tecnología
Special gathering for our Familia: HETS 25th Anniversary Celebration

During 2017-2018, HETS organized a special event to initiate the 25th Anniversary celebrations of the Consortium. As part of the festivities, Board members and special invitees met at Bronx Community College, CUNY in New York in a special lunch on July 13. During the event, sponsored by Bronx Community College, founding members and special collaborators celebrated 25 years of history. Before the event, the attendees enjoyed a tour around the historic buildings at BCC, guided by its President Dr. Thomas Isekenegbe. The celebration was shared with members and other audiences through a special section in HETS’ website titled “HETS: First 25 years of history”, which takes visitors briefly through photos that documented special moments of the Consortium.

Durante el 2017-2018, HETS organizó un evento especial para iniciar la celebración del 25 aniversario del Consorcio. El 13 de julio de 2018, como parte de las festividades, la Junta de Directores de HETS e invitados especiales se reunieron en los predios de Bronx Community College, CUNY en New York. Durante el evento, auspiciado por el Bronx Community College, miembros fundadores del Consorcio, así como colaboradores especiales, celebraron 25 años de historia de la organización. Previo al evento, los invitados se deleitaron con un recorrido por los edificios históricos de BCC, guiados por su presidente, Dr. Thomas Isekenegbe. La celebración fue compartida con los miembros y otras audiencias mediante una sección especial el portal de hets.org titulada: “HETS: First 25 years of history”, donde brevemente a los visitantes por fotos que documentan momentos especiales del Consorcio.
Another effort carried out to accomplish HETS programmatic goals during the reporting year 2017-2018, was the HETS Online Journal (HOJ). The strategic objectives of this peer reviewed publication are to share successful models that use technology to help Hispanic’s overcome existing barriers to Higher Education, promote innovative practices focused on student retention, encourage research on factors that impact retention and technology based strategies to modify these factors, and support faculty with the incorporation of assessment efforts to promote quality teaching and assess learning. This year, a total of 11 articles, out of 15 submitted, were published; four in Spanish and seven in English. Published authors were from the University of Puerto Rico, Bronx Community College, Queensborough Community College, John Jay College, Inter American University of Puerto Rico, and Hostos Community College. Also, an article from a non-member institution, UNINI, was selected and published this year.

Otro de los esfuerzos realizados para cumplir con las metas programáticas de la organización durante el año 2017-2018 fue el desarrollo y la publicación de dos ediciones del HETS Online Journal (HOJ). Los objetivos de esta publicación profesional son: compartir modelos exitosos que utilicen la tecnología para ayudar al hispano a vencer las barreras en la educación postsecundaria; promover prácticas innovadoras enfocadas en la retención estudiantil; y apoyar a la facultad en la incorporación de esfuerzos de evaluación para promover la enseñanza de calidad y evaluar el aprendizaje. Este año, se publicaron 11 artículos de 15 sometidos para consideración, cuatro en español y siete en inglés.
Enhancing the Capacity of our Members through Professional Development

HETS Signature Online Workshops

During 2017-2018, online Spanish workshops and workshops in English were offered, awarding participants who completed them a total of 2.0 credits per topic. In addition, to complement these workshops, HETS developed face to face workshops in Spanish. For those of 6 or more hours that were completed satisfactorily, also provided credits on Continuing Education. Workshops on Anti plagiarism, Mental maps, and Tools for online interaction were delivered. A total of five sessions of the Spanish workshops were delivered, with more than 100 participants from 17 member institutions, who were trained on topics related to access, retention, assessment, and online learning integration. Available workshops in English included one on “Using Learning Styles for Online Courses as a way to increase Hispanic Students” and one on “General Education and Outcomes Assessment”.

HETS ofreció durante el año talleres nuevos en línea, tanto en inglés como en español. Se ofrecieron cinco sesiones de los talleres en español en las áreas de acceso, retención, avalúo e integración de la tecnología en la educación a distancia. Más de 100 miembros de facultad, administradores y otros profesionales de 17 instituciones miembros participaron de dichos talleres. Los dos talleres desarrollados en inglés se enfocan en el uso de estilos de aprendizaje en cursos en línea y avalúo de la educación y resultados.
Special Events

HETS educational agenda also included several special events in 2017-2018. For instance, in September 2017, HETS celebrated the Student Leadership Showcase (SLS) at the Metropolitan Campus of the Inter American University, in San Juan, PR. More than 500 participants from its 13 higher education institutions in Puerto Rico, had the opportunity to interact with their peers, share learning experiences, in addition to learn about leadership, new technologies, and innovative projects. Furthermore, SLS Tours events were also celebrated in PR and NY with participation of 192 students from the following member institutions: Ana G. Méndez University System, American University, Atenas College, Colegio Universitario de San Juan, Carlos Albizu University, EDP University, ICPR Junior College, National University College, University of Puerto Rico, Inter American University of Puerto Rico and the Polytechnic University of Puerto Rico. In New York, students from Hostos Community College, CUNY; and Lehman College, CUNY took advantage of the event.

In September 2017, HETS launched successfully the Student Ambassadors Program in PR with the financial support of Fundación Francisco Carvajal. The 26 students recommended and selected by the Student Affairs Offices at their Institutions were invited to participate, and presented during the SLS event. Two training sessions were offered to prepare these students on how to promote HETS student support online services at their Institutions.

On April 2018, HETS celebrated an event to welcome and present a new corporate partner: InterStaff, Inc. Key staff of Nursing Programs at member institutions in PR were invited to learn more about the services offered by InterStaff, and explore ways to collaborate with the purpose to amplify the opportunities of nursing students who are interested of working at the USA.

La agenda educativa de HETS en el 2017-2018 incluyó, además, varios eventos especiales. En septiembre de 2017, se llevó a cabo el Student Leadership Showcase (SLS) en el Recinto Metropolitano de la Universidad Interamericana de Puerto Rico. Más de 500 participantes de las 13 instituciones miembros en Puerto Rico tuvieron la oportunidad de interactuar con sus pares, compartir experiencias de aprendizaje, liderazgo, nuevas tecnologías, y proyectos innovadores. SLS Tours también se celebraron en PR and NY con la participación de varias instituciones miembro. En septiembre de 2017, se inició el Programa de Estudiantes Embajadores de HETS financiado por la Fundación Francisco Carvajal. Un total de 26 estudiantes, que fueron recomendados por la Oficina de Asuntos Estudiantiles de su Institución fueron presentados durante el SLS. Los embajadores fueron adiestrados para promover en sus instituciones los servicios de apoyo en línea disponibles para estudiantes.

En abril de 2018, HETS celebró un evento para dar la bienvenida y presentar su nuevo aliado corporativo: Interstaff, Inc. Personal clave de los Programas de Enfermería de las instituciones miembros de HETS, tuvieron la oportunidad de conocer más sobre los servicios ofrecidos por Interstaff y explorar formas de colaboración para ampliar las oportunidades de los estudiantes de enfermería interesados en trabajar en Estados Unidos.
Commitment to Innovation: The HETS Best Practices Showcase

HETS “Celebrated Technology Innovation for Hispanic Success in Higher Education” with its Best Practices Showcase, bringing together more than 25 of its member institutions in Puerto Rico and United States. This event took place February 1st and 2nd, 2018 at the Inter American University of Puerto Rico, Metro Campus in San Juan, Puerto Rico; and allowed the Consortium to share innovative projects and best practices. This was the fifth time that HETS was able to host this event for the benefit of attendees from different Higher Education institutions. Every other year, this event takes place virtually. A total of 23 best practices in the areas of retention, access, and distance learning from institutions in Puerto Rico, New York, Connecticut, Texas, and Missouri were showcased. In addition, the event included an Academic Fair with more than 25 exhibition booths from HETS member institutions.

The conference opened with a President’s Panel, moderated by HETS Chair, Dr. Carlos Vargas (Southeast Missouri State University) and had an outstanding participation in which, Dr. Antonio Pérez (Borough of Manhattan Community College), Dr. Gloria Baquero (National University College), Dr. Carlos Morales (TCC Connect Campus of Tarrant County College), and Dr. Omayra Caraballo on behalf of President Manuel Fernós (Inter American University of Puerto Rico) shared with attendees a remarkable discussion related to their institution’s efforts to achieve excellence in areas of Access, Retention and Distance Learning. Some of the practices shared were related to the use of new technologies (such as gamification) in the classroom, new tools used to support present and online students, technologies to enhance students’ engagement and success, assessment processes, effective metrics to monitor online retention and integration of social media to the academic atmosphere among others. Also during the conference two additional panel of experts, where showcased including one with the winners of each track; and the other from group of doctorate students of the University of Puerto Rico, who presented the results of their research about theory and practice of online education in Puerto Rico. Videos of the all Best Practices were made available in the HETS website, for the benefit of those who were not able to attend.

Por quinta vez se lleva a cabo de forma presencial el evento “HETS Best Practices Showcase” los días 1 y 2 de febrero de 2018 en la Universidad Interamericana de Puerto Rico, Recinto Metropolitano en San Juan, Puerto Rico, pues anualmente se alternan la modalidad presencial y la virtual. Este evento celebra la innovación en el uso de la tecnología para lograr el éxito del estudiante hispano en la educación postsecundaria. En esta ocasión, se presentaron 23 mejores prácticas en las áreas de retención, acceso y aprendizaje a distancia de instituciones en Puerto Rico, Nueva York, Connecticut, Texas y Missouri. El evento incluyó, además, una feria académica para estudiantes, que incluyó exhibiciones de más de 25 instituciones miembros. El evento inauguró con un panel de expertos en las áreas de enfoque del evento, compuesto por varios de los presidentes de instituciones miembros de HETS, además de otros dos paneles de expertos. El primero de estos estuvo compuesto por los presentadores de las prácticas que obtuvieron mayor puntuación y el segundo en el cual se presentaron los hallazgos de una investigación sobre la teoría y práctica de educación en línea en Puerto Rico. Algunas de las prácticas compartidas incluyeron: uso de nuevas tecnologías en el aula (como la gamificación), nuevas herramientas para apoyar a los estudiantes presenciales y a distancia, tecnologías para promover el compromiso y éxito, procesos de avalúo, métricas efectivas para monitoreo de la retención a distancia y la integración de las redes sociales en la atmósfera académica entre otros. Para beneficio de aquéllos que no pudieron asistir, se publicaron videos de las mejores prácticas con mayor puntuación en el portal de HETS.
Web Services and Social Media Strategies

The organization’s Internet presence has been modifying in order to adopt a hosted approach that enhances user experience and provides better information, products, and services to members, especially on mobile devices. New pages were added to HETS sites, following recommendations and newly observed trends, to promote student transfer processes among member institutions, a more accessible and dynamic next events calendar.

HETS continued providing members with exclusive access to the Testing and Education Reference Center (TERC) to help students prepare for standardized tests, study fields, and graduate degrees. It also provides access to a Career Transition Service with career/job resources, job search process support, career path exploration, resume-building support, and help in applying for jobs. In total, the TERC registered more than 3,600 session counts, and more than 1,500 visits to the Career Transition module. HETS sustained presence in social media platforms such as LinkedIn, Twitter, Facebook, and YouTube continued vastly during 2017-2018. In total, 72 email campaigns were sent to targeted audiences. HETS also shared more than 13,000 tweets. The year ended with 623 Twitter followers, 1,233 Facebook likes which represented an increase of 65% compared to previous year, and almost 3,500 YouTube views.
Fostering Collaboration among HETS Members

During 2017-2018, new HETS Task Forces were identified in the areas of Student Affairs, Transfer and Admissions areas in addition to Distance Learning. More than 40 HETS member representatives accepted the invitation to attend to an Admission Director’s and Distance Learning events held concurrent with the Board meeting on June 2017, and July 2018, respectively. As a result of this meeting, several conference calls were held to continue the discussion and collaboration with HETS.

HETS also fostered strategic alliances among members to increase access to Higher Education and help enhance student retention. For instance, collaboration between the Inter American University of PR and Borough of Manhattan Community College with Southeast Missouri State University took place during this year related to nursing programs. Likewise, EDP University expressed interest in establishing a collaboration agreement with Inter Staff, Inc. new corporate partners, among others.

Durante el 2017-2018, HETS identificó nuevos grupos de trabajo interinstitucional (“HETS Task Forces”) en las áreas estudiantiles de admisión y transferencias, así como también en el área de aprendizaje a distancia. Más de 40 representantes de las instituciones miembros de HETS aceptaron la invitación a colaborar. Cada grupo se reunió virtualmente durante el año, guiados por un líder designado. Este año, HETS también fomentó alianzas estratégicas entre sus miembros. Como resultado, la Universidad Interamericana de Puerto Rico se unió en colaboración a Borough of Manhattan Community College quien a su vez aunó esfuerzos con Southeast Missouri State University. De igual manera, EDP University expresó interés en establecer un acuerdo de colaboración con un nuevo aliado corporativo, Interstaff, Inc., para el desarrollo de iniciativas en los programas de enfermería.
HETS 1993-2017: Summary of Accomplishments

The 1993-2017 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 97 articles has been 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 have been 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 HETS signature workshops (face to face and online) were delivered. The organization has reached more than 1,000 workshop registrations in the five-year period. There were also 16 special events with over 700 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 97 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”.
Promoting HETS Growth and Development

Enhancing Sustainability

Membership dues continued to be the main source of sustainability for the HETS Consortium, representing 70% of the Consortium’s total revenues. However, other sources of income, such as donations, sponsorships, and event coordination also helped to maintain the organization and has helped reduce HETS dependence on membership fees. Other sources of revenue included professional development events and the Best Practices Showcase.

This year, HETS’ revenues from its educational activities, memberships and sponsorships for the fiscal years 2018 and 2017, respectively increased by 2%. The increase is mostly attributable to the registration fees of the face to face Best Practices Showcase that was held on February 2018. HETS’ expenses comprised of administrative, direct services and operational expenses for fiscal years 2018 and 2017, also increased 3% respectively. The increase is mostly attributable to the Best Practices Showcase face to face held on February 2018 logistic expenses, and the Student Ambassador Program expenses. In conclusion, notwithstanding the net loss of $14k on this fiscal year, HETS financials show a stable positive outlook, and expenses continue to be within approved HETS budget. The report also shows HETS efforts to maintain and increase participant members, provide educational services, and maintain adequate control over costs and expenditures.

Strategic Relations with Members and Outreach

Several visits to member institutions in PR were made, including visits to Colegio Universitario de San Juan, ICPR Junior College (Bayamón and Hato Rey Campuses), Carlos Albizu University, and Universidad Central del Caribe. A record of visits to member institutions in USA were made, including visits to: Eastern Connecticut State University (CT), Framingham State University (MA), Lone Star College (TX), Dallas County Community College (TX), Northeast Lakeview College (TX), TarrantCC (TX), Cumberland County College (NJ), University at Albany (NY), Oklahoma City Community College (OK), Houston Community College (TX), Bronx Community College (NY), Stella & Charles Guttman Community College (NY), John Jay College (NY), Hostos Community College (NY). Nine out of those 14 visits, were the first one made to these member institutions. Also, international members were contacted via Internet conference calls. Efforts to outreach for new members led to the addition of Universidad Carlos Albizu, a new member in Puerto Rico. New affiliations from institutions in the United States included: Northeast Lakeview College of the Alamo Colleges System, Lone Star College, Houston Community College, Eastern Connecticut State University, Oklahoma City Community College, and two new corporate members: Interstaff, Inc., and EmblemHealth.

Como parte de sus estrategias para promover su crecimiento y desarrollo, HETS se enfocó durante el 2017-2018 en esfuerzos de sustentabilidad, relaciones estratégicas con sus miembros, estrategias de alcance para aumentar su membresía, esfuerzos de posicionamiento estratégico, relaciones corporativas y alianzas estratégicas. Las cuotas de membresía se mantuvieron como la fuente principal de sustentabilidad del Consorcio, representando un 70% del total de los ingresos. Otras fuentes de ingreso, incluyendo los ingresos provenientes de auspicios y donativos corporativos, y las tarifas de los eventos educativos han ayudado a reducir la dependencia de cuotas de membresía. Aunque se experimentó pérdida durante este año fiscal, los estados financieros de HETS muestran una perspectiva positiva estable, y los gastos siguen estando dentro del presupuesto aprobado de HETS. Por su parte, HETS ha demostrado su esfuerzo para incrementar y retener a sus miembros participantes, proporcionar servicios educativos y mantener un control adecuado sobre los costos y gastos. HETS continuó implantando esfuerzos para mantener relaciones efectivas con sus miembros, visitando un total de cuatro instituciones en Puerto Rico y catorce en los Estados Unidos (siendo en nueve de éstas la primera visita oficial), y aliados internacionales a través de llamadas a través de la red. Los esfuerzos de alcance realizados durante este año resultaron en seis nuevos miembros institucionales (Universidad Carlos Albizu, Northeast Lakeview College of the Alamo Colleges System, Lone Star College, Houston Community College, Eastern Connecticut State University, Oklahoma City Community College) y dos nuevos miembros corporativos: Interstaff, Inc., y EmblemHealth.
Positioning HETS Strategically

HETS continued increasing its visibility by promoting services at events related to ICANN 61 Public Meeting held in San Juan, PR along with the first North American School of Internet Governance; ARIN conference, the ACUP Meeting (Asociación de Colegios y Universidades Privadas), Connect Diversity Forums, SME Digital Forum, PR Emprende event with Google, Hispanic Scholarship Fund, which resulted in new outreach contacts. Also a potential opportunity to collaborate with HACU as part of initiatives for the benefit of Hispanics Students is being evaluated by the HETS and HACU Boards.

Other promotional efforts included the publication of print and online media such as the HETS Annual Report, distributed among members and other institutions. HETS also uploaded video promotion presentations with audio that summarize HETS Services in both English and Spanish, and guides on how to maximize the online services available through the HETS Virtual Plaza webpage.

Strategic Collaborations and Alliances

The agreements collaboration established before with the Puerto Rico Department of State and also with Virtual Educa to publish a Book/Report about the Distance Learning in PR has continued to have positive acceptance among the academic and research community. During 2017-18 a third publication has been published related to online education. HETS continues to strengthen its presence as an At-Large Committee within an organization that gathers multiple individual Internet users, the Internet Corporation for Assigned Names & Numbers (ICANN’s), after several years of being certified as an At-Large Structure. ICANN is a nonprofit corporation that organizes the voices of volunteers worldwide to keep the Internet secure, stable, and interoperable. An event for nursing key staff was held in Puerto Rico to announce the collaboration opportunities and services of our new corporate partner Interstaff, Inc.

HETS continuó incrementando la visibilidad del Consorcio promoviendo sus servicios en eventos relacionados a la reunión pública ICANN 61 celebrada en San Juan, PR; así también como las conferencias NASIG, ARIN, ACUP, Foros de Connect Diversity y SME, el evento PR Emprende, y el Hispanic Scholarship Fund, los cuales se tradujeron en nuevos contactos. Otros esfuerzos de promoción incluyeron la publicación en línea y la distribución masiva del Informe Anual de HETS. También, se publicaron en la red videos promocionales de los servicios de HETS en inglés y español, además de guías sobre el uso de los servicios en línea disponibles a través de la Plaza Virtual de HETS.

Los acuerdos de colaboración establecidos anteriormente con el Departamento de Estado de Puerto Rico (DEPR) y Virtual Educa para publicar el libro/Informe sobre la Educación Virtual y a Distancia en Puerto Rico continúa gozando de mucha aceptación entre la comunidad académica e investigativa. Durante el año 2017-2018 se publicó el tercer libro en el tema. Además, HETS continúa reforzando su presencia como “At-Large Structure” de la Corporación ICANN, que reúne a múltiples usuarios de la Internet a nivel mundial y organiza las voces de voluntarios para mantener a la Internet segura, estable e interoperable. Un evento con personal clave de enfermería fue realizado en Puerto Rico para anunciar los servicios y oportunidades de colaboración del nuevo miembro corporativo Interstaff, Inc.
2017-2018
New Members

New Institutional Members

Oklahoma City Community College
President: Dr. Jerry L. Steward

Oklahoma City Community College (OCCC) is the largest community college in Oklahoma City, serving more than 20,000 students annually. OCCC is important to the local economy. They put $322 million back into the community: including 3,400 jobs that wouldn’t exist. For every dollar invested in OCCC, the return equals $5.63 which is above the national average. OCCC offers more than 80 associate degree certificate programs in 60+ major fields of study. A strong sense of community through student clubs, honor groups, organizations, service-learning opportunities, and campus activities. OCCC is home to more than 400 international students from countries around the globe.

Northeast Lakeview College of the Alamo Colleges District
President: Dr. Verónica García

Northeast Lakeview College of the Alamo Colleges District was established in 2007, it is the newest of the five colleges within the district of Alamo Colleges District and serves more than 5,000 students from northeast San Antonio and surrounding communities, including BEXAR, and Guadalupe Counties. It is home to Texas A&M- Chevron Engineering Academy, where students take engineering courses taught by Texas A&M faculty at Northeast Lakeview College before transitioning to college station. In 2017, Northeast Lakeview College demonstrated a 14% increase in graduation rate, and exceeded its graduation target for 2018. Also in 2018 Northeast Lakeview College was named into the Top 10 most Admired Colleges and Universities of that year.

Carlos Albizu University
President: Dr. José L. Pons

Carlos Albizu University is a private, nonprofit, accredited university with more than 2,000 students enrolled in programs at campuses in Miami, Florida and San Juan, Puerto Rico, and online. The origin of Albizu University dates back to the year 1966, when the Instituto Psicológico de Puerto Rico (Puerto Rico Institute of Psychology) was founded with the specific objective of offering a Master of Science degree in clinical psychology. Over the years, Albizu University has expanded upon its mission to train culturally sensitive professionals from diverse backgrounds. The university today is an educational institution whose programs of study and research are founded, both in theory and practice, on the multicultural heritages of Puerto Rico and South Florida. Through the programs and its two campuses, Albizu University provides professional training that is relevant and responsive to the mental health needs of multicultural communities and to the necessity for culturally sensitive research, thereby contributing to development of the professions of psychology, health, education, and human services.
Lone Star College  
Chancellor: Stephen C. Head, Ph. D.

Lone Star College (LSC) is the largest institution of higher education in the Houston area and one of the fastest-growing community colleges in the nation. Not only great in size, LSC is a key driver and growing contributor to the local and regional economy with an annual economic impact of nearly $3 billion. LSC Centers. Lone Star College is made up of six full campuses located throughout the North Houston metro area serving 1,400 square miles in Harris and Montgomery Counties. In addition, we have eight satellite centers, two university centers, and six program specific locations. In 2016 the total of enrolled students at Lone Star College reached 16,290 (2016) divided in over the 40 degrees and disciplines it offers.

Houston Community College  
President: Dr. Madeline Burillo-Hopkins

Houston Community College’s services area is in Houston independent School District, Katy, Spring Branch, Alief independent School Districts, Stafford Municipal District, and the Fort Bend portion of Missouri City. The core mission of the Houston Community College is to be an Institution of open admission, of higher education offering a high-quality, affordable education for academic advancement, workforce training, career development, and lifelong learning to prepare individuals in our diverse communities for the life and work in a global and technological society.

Eastern Connecticut State University  
President: Dr. Elsa Núñez

Eastern Connecticut State University began in 1889 as a Normal School preparing teachers for careers in Connecticut’s elementary schools. Today it is known as Connecticut’s public liberal arts university. Eastern is home to 5,600 students and is proud of its focus on residential, undergraduate education. Find more about its mission, history and other aspects of Eastern’s proud heritage and promising future. Eastern has a physical structure of more than 60 buildings in 184 acres of land property. In 2016 Eastern’s student enrollment statistics was a total of 5,362, 4,292 of this total were full-time undergraduates.

Corporate Partners

In order to strengthen its vision of efficiently and effectively enhance Hispanic student success and opportunities in Higher Education, HETS also welcomed new Corporate Partners Inter Staff, Inc. and EmblemHealth.
Recognition of Former Leadership

Throughout its history of more than 25 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!

Dr. Antonio “Tony” Pérez
Former President
Borough of Manhattan Community College

During academic year 2017-18, President Pérez announced that he would step down after having served with 23 years of leadership at the college, and almost 20 as an active Board Member of the Hispanic Education Technology Services (HETS) Consortium. President Pérez has always vividly supported our mission to promote, support and enhance Hispanic/Latino student access, retention, and success in Higher Education through the strategic integration of technology. This has been proven during his tenure as Board Member in our Consortia, in which he has actively served as Board Officer in the Executive Committee (for several terms) as: Treasurer, Vice Chair, and the last two years as HETS Regional Representative for the East Coast.

He was appointed President of Borough of Manhattan Community College (BMCC/CUNY) in 1995. The college served 16,300 students at that time, and has grown to have CUNY’s largest enrollment, serving more than 27,000 students. A visionary, high-energy leader, President Pérez has not only led the college’s expansion but guided the BMCC community through the aftermath of September 11, 2001. BMCC is the only college in United States history to have lost a campus building to a terrorist attack. BMCC’s Fiterman Hall was destroyed when World Trade 7, across the street, collapsed and fell against it. He stepped down as BMCC President on August 31, 2018. Nevertheless, a motion was approved by the HETS Board to refer Pérez to the HETS Advisory Committee.

A través de su historia de más de 25 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!
# 2017-2018 Financial Statements

## Statement of Activities

<table>
<thead>
<tr>
<th>Description</th>
<th>Fiscal Year 2018</th>
<th>Fiscal Year 2017</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership Dues</td>
<td>$157,875</td>
<td>$171,600</td>
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<tr>
<td>Corporate Spons. &amp; Donations</td>
<td>$37,582</td>
<td>$37,560</td>
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<td>Event Coordination</td>
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<td>Workshop Registration</td>
<td>$9,140</td>
<td>$11,700</td>
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<td>$225,747</td>
<td>$222,145</td>
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<tr>
<td><strong>EXPENSES</strong></td>
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<tr>
<td>Administrative</td>
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<td>$18,412</td>
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<td>Direct Services</td>
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<td>Operational Expenses</td>
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<td>$58,507</td>
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<td><strong>Total Expenses</strong></td>
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<td>$232,179</td>
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<td><strong>Change in Net Assets</strong></td>
<td>($14,254)</td>
<td>($10,034)</td>
<td>42.06</td>
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<tr>
<td><strong>Net Assets at Beginning of Year</strong></td>
<td>$52,686</td>
<td>$62,720</td>
<td>(16.00)</td>
</tr>
<tr>
<td><strong>Net Assets at End of Year</strong></td>
<td>$38,432</td>
<td>$52,686</td>
<td>(27.05)</td>
</tr>
</tbody>
</table>

## Statements of Financial Position

<table>
<thead>
<tr>
<th>Description</th>
<th>Fiscal Year 2018</th>
<th>Fiscal Year 2017</th>
<th>% Change</th>
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<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
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<tr>
<td>Current Assets</td>
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<td></td>
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<tr>
<td>Banco Popular Checking Account</td>
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<td>Accounts Receivable</td>
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<td>Prepaid Expenses</td>
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<td><strong>Total Current Assets</strong></td>
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<td><strong>PROPERTY AND EQUIPMENT</strong></td>
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</tr>
<tr>
<td>Property and Equipment</td>
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<tr>
<td>Equipment</td>
<td>$7,640</td>
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<td>Accum. Depreciation</td>
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<td>$-4,049</td>
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<td><strong>Total Property and Equipment</strong></td>
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<td>$2,721</td>
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<td><strong>Total Assets</strong></td>
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<td>$89,750</td>
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<tr>
<td><strong>LIABILITIES AND NET ASSETS</strong></td>
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<tr>
<td>Current Liabilities</td>
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<td>Accounts Payable</td>
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<td><strong>Total Current Liabilities</strong></td>
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<td>$37,063</td>
<td>34.62%</td>
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<tr>
<td><strong>NET ASSETS</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Total Net Assets</td>
<td>$52,686</td>
<td>$62,719</td>
<td>-16.00%</td>
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<tr>
<td>Net Income</td>
<td>$14,252</td>
<td>$10,033</td>
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<tr>
<td><strong>Total Net Assets</strong></td>
<td>$38,432</td>
<td>$52,687</td>
<td>-27.06%</td>
</tr>
<tr>
<td><strong>Total Liabilities &amp; Net Assets</strong></td>
<td>$88,324</td>
<td>$89,750</td>
<td>-1.59%</td>
</tr>
</tbody>
</table>

*Actuals as of June 2018*
Elected Board Officials

Dr. Carlos Vargas-Aburto
Chair
President
Southeast Missouri State University

Dr. Carlos Morales
Vice-Chair
President
TCC Connect Campus of the Tarrant County College District – Texas

Manuel J. Fernós, Esq.
Treasurer
President
Universidad Interamericana de Puerto Rico

Eng. Gladys Nieves,
Secretary
President
EDP University

Dr. Gloria Baquero
Regional Representative
President
National University College

Dr. David Gómez
Regional Representative
President
Hostos Community College

Dr. Lorena Checa
Regional Representative
Vice President of Student Affairs, California State University, San Marcos
Credits and General Information

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www.printmop.com