

2018-19 ANNUAL REPORT

IT'S MORE THAN
HIGHER EDUCATION,
IT'S A HIGHER VISION!

2018-19 ANNUAL REPORT



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MESSAGE FROM THE CHAIRMAN OF THE BOARD OF DIRECTORS

Throughout its 26 years of existence, HETS has been a strong advocate for the use of innovative technologies to enhance higher education opportunities for Hispanics. This Annual Report identifies our accomplishments, challenges, and opportunities, and describes planning we undertook to accomplish our mission and vision to support our Hispanic communities. In summary, this report highlights the results of our work during 2018-2019 academic year and notable achievements.

During this year, HETS main priorities focused on activities and strategies to: 1) foster Hispanic student access and opportunities in Higher Education; 2) contribute to optimize the capacity of member institutions to enhance Hispanic student retention; and 3) enhance the quality of online teaching-learning processes at member institutions. With these goals in mind, HETS experts and collaborators worked with faculty members to promote the development and delivery of high-quality online courses through online and face to face workshops and distance learning webinars with active participation of member institution in Puerto Rico and the United States. Additional strategies to disseminate research and best practices in all three core areas included the peer review HETS Online Journal and the Virtual Best Practices Showcase.

HETS also promoted and supported the implementation of student support services at member institutions to improve student success, and provided students with access to online student support services and resources like the HETS Virtual Plaza, Student Passport, the access to the Testing and Education Reference Center and Career Transition. In addition, HETS connected with a large number of students from member institutions to disseminate information about a variety of opportunities such as the Student Leadership Showcase event and the Student Ambassadors Program. A new area on the HETS portal called Student Passport was created to facilitate admissions processes at HETS member institutions and explore higher education options.

The active involvement of member institutions has contributed to making many of HETS goals and objectives a reality. Our growth has been possible thanks to the commitment and loyalty of a vast number of affiliated members. Throughout HETS history, different generations of members with a significant group of key constituencies and leaders have worked to promote education and educational opportunities for Hispanic students. We are immensely grateful to them, our corporate partners, and our collaborators for facilitating the work of this organization, and for allowing us to create new opportunities for growth.

We hope you enjoy this Annual Report. I look forward to another fantastic year of achievements.

Best regards,

Carlos Vargas-Aburto, Ph.D.
Chairman of the Board of Directors

MESSAGE FROM THE EXECUTIVE DIRECTOR

Greetings to all our members and partners,

It is a pleasure to document through this annual report the multiple accomplishments of the HETS Consortium during 2018-2019. During this year, HETS continued developing and expanding its programs and services to further promote Hispanic access to Higher Education and successful completion through the savvy use of educational technologies and online learning.

We start each day with our member institutions, their students, and faculty in mind to make sure that our work address their needs in the best ways possible. This consistent emphasis has allowed the organization to continue increasing its professional development offerings, student support services, and strategic alliances, as well as to continue identifying ways to share and disseminate innovative practices. Both our faculty impact and student impact has grown significantly, and we are grateful for that. I want to thank our members for their unwavering support and their trust.

Thank you for continuing to believe in the potential of this organization to promote the use of technology innovation to widen opportunities for Hispanic students. We hope you enjoy the 2018-2019 HETS Annual Report and that you continue to join us in this path towards Hispanic student success.

Best regards,



Yubelkys Montalvo, M.A.
Executive Director



2018-2019 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 Checa
HETS Regional Representative- West
Vice President of Student Affairs
California State University
San Marcos
(Member Institution since 2014)

BOARD MEMBERS



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



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



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



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



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



Dr. Quentin Wright
Designated Representative,
Special Assistant to the Chancellor
Lone Star College System
(Member Institution since 2017)



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



Dr. Waleska Crespo
President
Universidad Central del Caribe
(Member Institution since 2012)

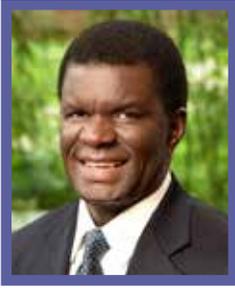


Dr. Jorge Haddock
President
University of Puerto Rico
(Member Institution since 1993)





Dr. Karrin Wilks
Interim President
Borough of Manhattan
Community College
(Member Institution since 1999)



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



Dr. Brian Jersky
Designated Representative,
Provost, California State
University Long Beach
(Member Institution since 2015)



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



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



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



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



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



Dr. Carmen Cid
Designated Representative
Dean, School 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, Southwest
Houston Community College
(Member Institution since 2014)



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



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



Dr. Verónica García
President
Northeast Lakeview College
of the Alamo Colleges District
(Member Institution since 2017)



Dr. Jerry L. Steward
President
Oklahoma City
Community College
(Member Institution since 2017)



Dr. José A. Torres-Ruiz
Chancellor,
Ponce Health Sciences University
(Member since 2018)



Dr. Timothy Lynch
President,
Queensborough
Community College
(Member Institution since 2002)



Kamari Collins
Designated Representative
Vice President, Student and
Multicultural Affairs, Springfield
Technical Community College
(Member Institution since 2013)



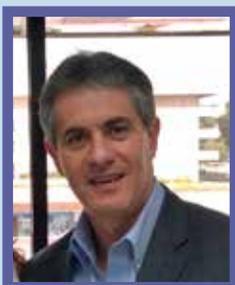
Dr. Havidán Rodríguez
President
University of Albany
(Member Institution since 2017)



Dr. Mary Jo Parker
Designated Representative
Executive Director
UHD Scholars Academy
University of Houston Downtown
(Member Institution since 2016)



Dr. Patricia Álvarez-McHatton
Designated Representative
Executive Vice President
Academic Affairs,
University of Texas
- Rio Grande Valley
(Member Institution since 1993)

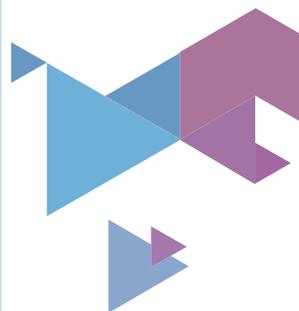


Dr. José Marcelo Mazariegos
Director de Vinculación
y Relaciones,
Universidad Autónoma
de Guadalajara



Dr. Maritza Rondón-Rangel
Chancellor,
Universidad Cooperativa
de Colombia

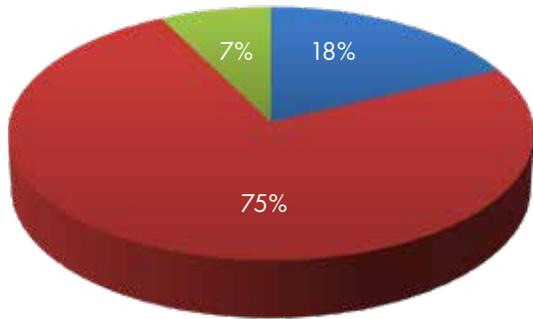
INTERNATIONAL MEMBERS



2018-2019 HETS MEMBERS PROFILE

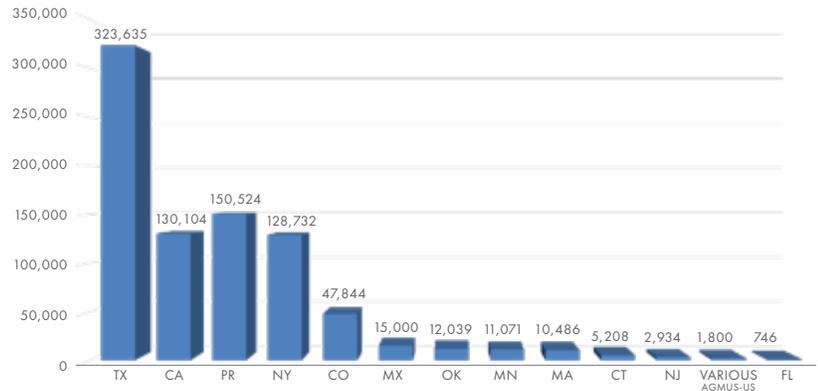
TOTAL ENROLLMENT AMONG HETS MEMBERS

United States and Puerto Rico (2018-2019)



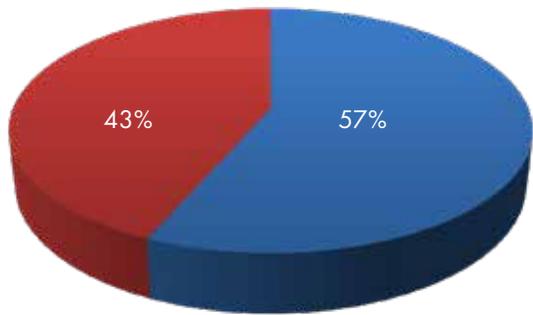
United States	626,755	Total: 840,123
Puerto Rico	150,524	
International	62,844	

STUDENT ENROLLMENT AMONG HETS MEMBER INSTITUTIONS BY STATE OR COUNTRY



HISPANIC ENROLLMENT

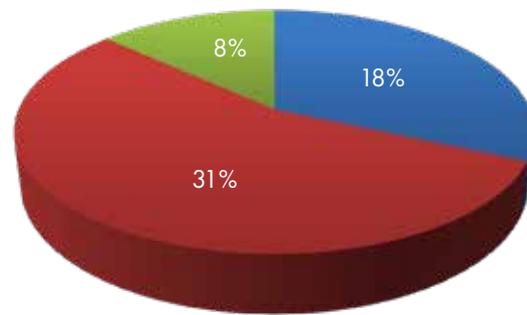
2018-2019



Non-Hispanic	365,178	Total: 840,123
Hispanic	474,945	

DISTRIBUTION OF HISPANIC ENROLLMENT (57%)

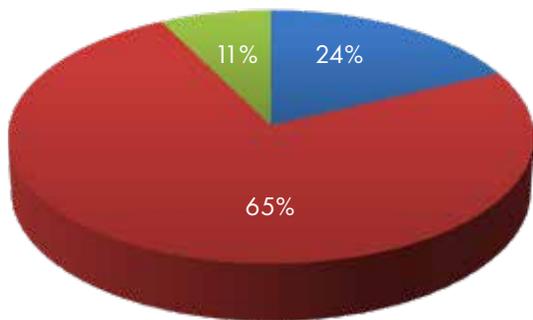
2018-2019



United States	261,577	Total: 474,945
Puerto Rico	150,524	
International	62,844	

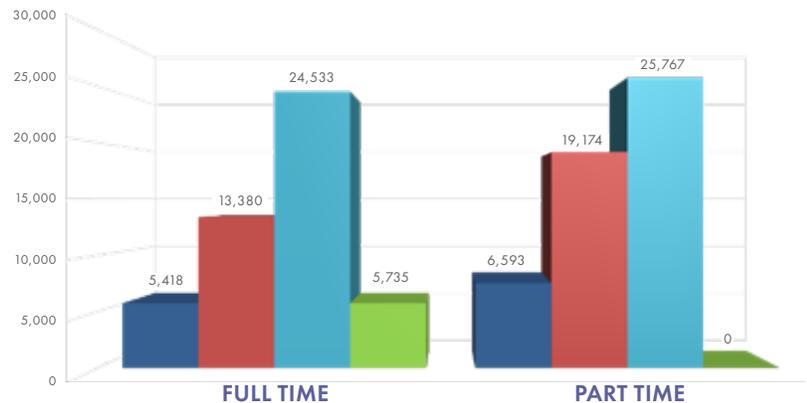
TOTAL FACULTY AMONG HETS MEMBER INSTITUTIONS

United States, Puerto Rico and International (2018-2019)



United States	32,554	Total: 50,300
Puerto Rico	12,011	
International	5,735	

FULL TIME AND PART TIME FACULTY AT HETS MEMBER INSTITUTIONS



United States	Total
Puerto Rico	International

HETS MEMBER INSTITUTIONS & PARTNERS PER STATE 2018-2019

PUERTO RICO

American University
Ana G. Méndez University
Atenas College
Carlos Albizu University
Colegio Universitario de San Juan
EDP University
ICPR Junior College
Inter American University of Puerto Rico
National University College
Ponce Health Sciences University
Universidad Central del Caribe
University of Puerto Rico

UNITED STATES OF AMERICA

CALIFORNIA

California State University, Long Beach
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
Carlos Albizu University

MASSACHUSETTS

Framingham State University
Springfield Technical Community College

MISSOURI

Southeast Missouri State University

NEW JERSEY

Cumberland County College

NEW YORK

Borough of Manhattan Community College, CUNY
Bronx Community College, CUNY
College of Staten Island, CUNY
Hostos Community College, CUNY
John Jay College of Criminal Justice, CUNY
Lehman College, CUNY
Medgar Evers College, CUNY
Queensborough Community College, CUNY
Stella and Charles Guttman Community College, CUNY
University at Albany, SUNY

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 District, Connect Campus
University of Houston Downtown
University of Texas – Rio Grande Valley
Ana G. Méndez University

WASHINGTON, DC

Ana G. Méndez University

VIRTUAL

Ana G. Méndez University, Virtual Campus

INTERNATIONAL

MEXICO

Universidad Autónoma de Guadalajara

COLOMBIA

Universidad Cooperativa de Colombia

CORPORATE PARTNERS

Blackboard, Inc.
INQmatic
InterStaff, Inc.
COBIMET
Educational Testing Services (ETS)
EmblemHealth
Instructure, Inc.

HETS 2017-2020 VISION, MISSION & STRATEGIC 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

In order to accomplish its mission and advance towards its vision for 2020, HETS is centering its work on three major strategic areas: 1) Hispanic access to Higher Education, 2) student retention and successful completion, and 3) online learning and technology integration.

1. ACCESS

HETS aims to help member institutions enhance their recruitment efforts and increase Hispanics' understanding about opportunities available to access and succeed in Higher Education.

HETS procura apoyar a sus miembros en la optimización de sus esfuerzos de reclutamiento, así como aumentar el conocimiento sobre oportunidades disponibles para los estudiantes hispanos en la educación superior.

2. RETENTION AND SUCCESSFUL COMPLETION

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

HETS promueve el uso estratégico de la tecnología para apoyar, impulsar y optimizar la retención y que los estudiantes hispanos completen sus carreras en las instituciones miembros.

3. ONLINE LEARNING/ TECHNOLOGY INTEGRATION

Under this core area, HETS promotes and encourages 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.

HETS promueve y fomenta la integración efectiva del aprendizaje en línea y la innovación tecnológica, haciendo hincapié en la enseñanza, el aprendizaje y el avalúo de calidad.

YEAR 2018-2019 OVERVIEW



Year 2018-2019 completed Year 2 of the HETS 2017-2020 Strategic Plan. During this year, HETS focused on services and opportunities to: 1) foster Hispanic **student access** and opportunities in Higher Education, 2) optimize the capacity of member institutions by increasing knowledge and understanding about strategies to enhance Hispanic **student retention**, and 3) enhance the quality of **online teaching-learning** processes at member institutions.

With these goals in mind, HETS focused on strategies to disseminate research and best practices in all three core areas. The organization also provided multiple opportunities for students to explore their higher education options, enhance their college skills, and facilitate admissions processes and connected with a large number of students from member institutions to disseminate information about such opportunities. HETS also promoted and supported the implementation of student support services at member institutions that take advantage of technology resources to improve retention and provided students with access to online student support services and resources. HETS experts and collaborators worked with faculty members, as well, to promote the development and delivery of high-quality online courses through online workshops, face to face workshops, and special educational events.

Major activities taking place throughout the year in order to achieve these goals included:

- HETS Online Journal
- HETS Virtual Best Practices Showcase
- Academic Fair
- Student Leadership Showcase and Tour
- Online Resources (HETS Virtual Plaza, Student Passport, TERC, Career Exploration)
- Student Support Training
- Student Ambassadors Program
- Professional Development: Online and Face to Face Workshops
- Distance Learning Webinars
- Distance learning publications/report

El año 2018-2019 completa el año 2 del Plan Estratégico de HETS. Durante este año, HETS se centró principalmente en estrategias para divulgar investigación y mejores prácticas en sus tres áreas medulares. La organización también brindó múltiples oportunidades a los estudiantes para explorar sus opciones de educación superior, mejorar sus destrezas universitarias y facilitar los procesos de admisión. De igual forma logró conectarse con un gran número de estudiantes de las instituciones miembros para difundir información sobre dichas oportunidades. HETS también promovió y apoyó la implementación de servicios de apoyo estudiantil que toman ventaja de recursos tecnológicos para mejorar la retención. También, ofreció oportunidades de desarrollo profesional para facultad con énfasis en aprendizaje en línea a través de talleres en línea, talleres presenciales y eventos educativos especiales.

2018-2019 ACHIEVEMENTS: ACCESS

The goal of this strategic core area is to foster Hispanic student access and opportunities in Higher Education. Specifically, HETS aims to increase members' understanding of factors that limit Hispanics' access to Higher Education and strategies to enhance access. The organization also seeks to increase awareness among Hispanic students about existing opportunities to access and succeed in Higher Education. In order to accomplish this, HETS focuses on the following strategies:

1. Disseminating research on the factors that limit Hispanics' access to Higher Education and successful strategies using technology to help overcome existing barriers to Higher Education.
2. Disseminate best practices and successful models on the use of technology to help Hispanics overcome existing barriers to Higher Education.
3. Conduct and participate of Academic Fairs in coordination with member institutions and other partners.
4. Conduct an annual Student Leadership Showcase to promote multiple services to help Hispanic students get access to online tools and resources.
5. Share resources to guide Hispanic students through career exploration, potential post-secondary institutions, admissions processes, standardized tests, financial aid, and degree programs.
6. Establish a collaborative initiative among Admissions staff from member institutions to facilitate processes for students moving to other institution.

El objetivo de esta área medular estratégica es fomentar el acceso y las oportunidades de los estudiantes hispanos en la educación superior. Específicamente, HETS tiene como objetivo aumentar los conocimientos de sus miembros sobre los factores que limitan el acceso de los hispanos a la educación superior y las estrategias para mejorar el acceso. Para lograr estos objetivos, HETS se ha enfocado en divulgar resultados de investigación y mejores prácticas en esta área. La organización también procura aumentar el conocimiento entre los estudiantes hispanos sobre las oportunidades existentes para acceder y tener éxito en la educación superior. A través de múltiples eventos, HETS conecta a los estudiantes con múltiples instituciones, promueve el establecimiento de redes con líderes estudiantiles y promueve sus servicios de apoyo al estudiante. Además, provee acceso a recursos en línea que permiten explorar carreras, posibles instituciones, procesos de admisión, ayudas financieras y programas académicos, así como obtener apoyo con exámenes estandarizados. Este año la organización puso énfasis en una iniciativa colaborativa entre personal de admisiones de sus miembros para facilitar los procesos de transferencia a otras instituciones para estudiantes.

HETS ONLINE JOURNAL

The HETS Online Journal is one of HETS' signature activities to disseminate research on the factors that limit Hispanics' access to Higher Education and successful strategies using technology to help overcome existing barriers to Higher Education. The Consortium collaborates with its members to encourage the publication of research articles related to Hispanic access to Higher Education in the HETS Online Journal. In 2018-2019, three articles on Hispanic access to Higher Education were published, two in the Fall 2018 issue and one in the Spring 2019 issue, with topics like Career and Academic Forums: A Model to Connect the College Experience to Future Career Options, Using Twine to Deliver a Grammar-Linked Creative Writing Assignment in a Hybrid ESL Course, and Hispanic Students and Online Learning Factors of Success.

El HETS Online Journal es una de las actividades distintivas de HETS. Esta publicación permite difundir resultados de investigaciones sobre los factores que limitan el acceso de los hispanos a la educación superior y estrategias exitosas que utilizan tecnología para ayudar a superar las barreras existentes para la educación superior. En el 2018-2019, se publicaron tres artículos sobre el acceso hispano a la educación superior, dos en la edición de otoño de 2018 y uno en la edición de primavera de 2019.





ACADEMIC FAIR

As part of the Best Practices Showcase, HETS conducts an Academic Fair in coordination with member institutions and other partners. During the 2017-2020 strategic period, the organization aims to increase the number of Academic Fair participants by 25% annually. In 2018-2019, Year 2 of the strategic period, the event had over 400 participants, a 33% increase, and 28 exhibitors. HETS was also able to impact 646 students by participating at multiple graduate fairs from member institutions. The number of students impacted in 2018-2019 at these graduate fairs increased by 33% compared to the previous year.



HETS VIRTUAL BEST PRACTICES SHOWCASE

Through the HETS Best Practices Showcase, HETS has been able to share research and best practices related to Hispanics' access to Higher Education and successful strategies and models using technology to help overcome existing barriers to Higher Education. The event takes place annually, alternating between a face to face modality and a virtual modality. This year, the organization organized and delivered its Virtual Best Practices Showcase. The following two best practices presented were access related "From birth to graduate school: Using technology to increase Hispanic student access to Education Department programs", and "Towards a One-Stop Distance Education Department for Hispanic Students: The case of Inter American University at Aguadilla Campus".

A través del Best Practices Showcase, HETS ha podido compartir investigaciones y mejores prácticas relacionadas con el acceso de los hispanos a la educación superior y estrategias y modelos exitosos que utilizan la tecnología para ayudar a superar las barreras existentes para la educación superior. El evento tiene lugar anualmente, alternando entre la modalidad presencial y la modalidad virtual. Este año se realizó el Virtual Best Practices Showcase, en el que se presentaron dos mejores prácticas relacionadas al tema del acceso.

Como parte del Best Practices Showcase, HETS realiza una feria académica. Para el período estratégico 2017-2020, la organización estableció el objetivo de aumentar el número de participantes de la Feria Académica en un 25% anual. En el 2018-2019, año 2 del período estratégico, el evento contó con más de 400 participantes, un aumento del 33%, y 28 exhibidores. HETS también pudo impactar a 646 estudiantes a través de su participación en múltiples ferias de estudios graduados de sus instituciones miembros. El número de estudiantes impactados en estas ferias aumentó en un 33%, en comparación con el año anterior.



HETS VIRTUAL PLAZA

Another important part of the organization's work to increase Hispanic students' access to Higher Education is the offering of resources to support them throughout the process. HETS provides access to numerous online resources, including career exploration, information about potential post-secondary institutions and degree programs, resources on admissions processes, standardized test practices, and financial aid search. Students from member institutions, both undergraduate and graduate, can access these resources through the Career Transitions and the Testing and Education Reference Center (TERC) databases, both located at the Student Placita in the Virtual Plaza portal. This academic year, the Student Placita had 6,899 visits, a 19% increase compared to 2017-2018. The Virtual Plaza had 9,359 unique page views, 30% higher than in the previous year. The number of TERC pageviews this year amounted 5,964 from July 2018 to June 2019, 45% more than in 2017-2018.

STUDENT LEADERSHIP SHOWCASE AND TOUR

Annually, HETS conducts the Student Leadership Showcase (SLS) and Tour to promote multiple services to widen Hispanic students opportunities. In 2018-2019, the organization was able to increase the number of SLS and Tour participants by 25%, compared to the previous year. A total of 1,057 students were impacted through these events. The SLS Tour took place at the Microsoft facility in Puerto Rico (Northeast region), the Aguadilla Campus of the Inter American University of Puerto Rico (Northwest region), and the Ponce Campus of National University College (South region). Multiple campuses from all member institutions in Puerto Rico were invited to participate in the SLS Tour.

Anualmente, HETS celebra su Student Leadership Showcase y Tour para promover los múltiples servicios que provee para ampliar las oportunidades de los estudiantes hispanos. En 2018-2019, la organización logró aumentar el número de participantes del SLS y Tour en un 25%, en comparación con el año anterior. Un total de 1,057 estudiantes participaron de estos eventos. El Tour tuvo lugar en varias regiones y múltiples recintos de todas las instituciones en Puerto Rico fueron invitados.

Otra parte clave del trabajo de la organización para aumentar el acceso de los estudiantes hispanos a la educación superior son los recursos para apoyarlos durante el proceso. HETS provee acceso a múltiples recursos en línea, incluyendo herramientas de exploración de carreras, información sobre posibles instituciones postsecundarias y programas, recursos sobre procesos de admisión, prácticas de pruebas estandarizadas y búsqueda de ayuda financiera. Los estudiantes de las instituciones miembros pueden acceder a estos recursos a través del Career Transitions y el Testing & Education Reference Center (TERC), en la Student Placita de la Plaza Virtual. Este año académico, la Student Placita tuvo 6,899 visitas para un aumento del 19% en comparación con el 2017-2018. La Plaza Virtual tuvo 9,359 visitas únicas a la página, 30% más que el año anterior.



STUDENT PASSPORT

Recently, HETS established the Student Passport initiative to facilitate processes for students moving to another institution. A total of 46 Admissions staff members were contacted, including 14 of 29 members in the USA (48%). HETS uploaded the profiles of its member institutions to the Student Passport section at its main web portal to provide students with information about the admissions process and key contacts at these institutions. By the end of the 2018-2019 academic year, 27 out of 40 HETS member institutions (68%) approved their profiles and these went live on the portal.

Recientemente, HETS estableció la iniciativa Student Passport para facilitar los procesos para los estudiantes que se trasladan a otra institución. Se contactó a un total de 46 miembros del personal de admisiones, incluyendo 14 de 29 miembros en los Estados Unidos (48%). HETS publicó los perfiles de sus instituciones miembros a la sección de Student Passport en su página principal para proveer a los estudiantes información sobre el proceso de admisión y contactos clave en estas instituciones. A finales del año académico 2018-2019, 27 de las 40 instituciones miembros de HETS (68%) aprobaron sus perfiles y se publicaron en el portal.

2018-2019 ACHIEVEMENTS: RETENTION AND SUCCESSFUL COMPLETION



The goal of this strategic core area is to build awareness about existing best practices and successful models using technology to improve student retention. Other key objectives include supporting member institutions' retention efforts through the provision of student support services. In order to accomplish this, HETS focuses on the following strategies:

1. Disseminate research on key support, motivation, and retention strategies for Hispanic students.
2. Disseminate best practices and successful models on the use of technology to improve Hispanic student retention levels.
3. Promote and support the implementation of student support services at member institutions that take advantage of technology resources to improve retention
4. Provide students with access to online student support services and resources.
5. Connect with students from member institutions in collaboration with leadership from student organizations to provide insights and guidance on support services and other opportunities available to students through HETS.

El objetivo de esta área estratégica es crear el conocimiento sobre mejores prácticas para optimizar la capacidad de las instituciones miembros para utilizar la tecnología como medio para mejorar sus iniciativas de retención. Otros objetivos claves incluyen fomentar el desarrollo de esfuerzos de apoyo al estudiante y las prácticas de retención que impacten la motivación y participación de estos. Para cumplir con estos objetivos, el Consorcio implementa una serie de estrategias de divulgación de investigación, mejores prácticas y modelos exitosos enfocados en el uso de la tecnología para mejorar la retención estudiantil. También promueve la implementación de servicios de apoyo al estudiante que utilizan recursos tecnológicos para aumentar la retención y provee a los estudiantes acceso a una serie de servicios y recursos de apoyo en línea. Otras estrategias claves incluyen el establecimiento de redes con estudiantes de sus instituciones miembros, en colaboración con líderes de organizaciones estudiantiles.

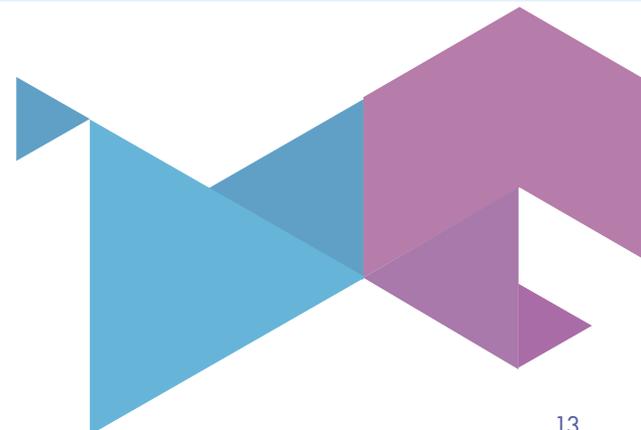
HETS ONLINE JOURNAL

HETS encourages the publication of research articles related to student support and retention in the HETS Online Journal as part of its efforts to disseminate key research that supports the development of this area. In 2018-2019, five articles on student support and retention were published in the HETS Online Journal, two in the Fall 2018 issue and three in the Spring 2019 issue. The articles titles include: (1) Introduction of Chemistry Accelerated Sequence Program at Bronx Community College; (2) Using Twine to Deliver a Grammar-Linked Creative Writing Assignment in a Hybrid ESL Course; (3) Hispanic Students and Online Learning Factors of Success; (4) The Practice of Peer Observation; and (5) Implementation of a Civic Engagement Community Change Model.

HETS promueve la publicación de artículos de investigación relacionados con el apoyo y la retención de estudiantes en el HETS Online Journal. En 2018-2019, se publicaron cinco artículos sobre apoyo y retención de estudiantes, dos en la edición de otoño de 2018 y tres en la edición de primavera de 2019.

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HETS VIRTUAL BEST PRACTICES SHOWCASE

The HETS Virtual Best Practices Showcase allows HETS to share best practices on the use of technology to improve Hispanic student retention levels. At this year's Virtual Best Practices Showcase, two best practices related to student support, retention, and successful completion were presented: Helping students navigate towards success through active learning and empowerment, and *Impacto de las herramientas de colaboración y certificaciones profesionales en el estudiante*.

El HETS Best Practice Showcase permite compartir mejores prácticas sobre el uso de la tecnología para mejorar los niveles de retención entre los estudiantes hispanos. Este año se presentaron dos mejores prácticas relacionadas al apoyo estudiantil y retención durante el evento virtual.

ONLINE RESOURCES

HETS continues to focus on providing students with access to online resources, tools, and student support services through the Student Placita at the Virtual Plaza. During the current strategic period, HETS emphasized on expanding and optimizing existing tools, as well as actively promoting these services to increase the use of these resources. In 2018-2019, the Student Placita had 6,899 visits, 19% more than the previous year. Also, the Virtual Plaza had nearly 10,000 unique page views this year, 30% more than in 2017-2018.

HETS continúa enfocándose en proveer a los estudiantes acceso a recursos en línea, herramientas y servicios de apoyo estudiantil a través de su Student Placita. Durante el período estratégico actual, HETS ha logrado expandir y optimizar las herramientas existentes, así como promover activamente estos servicios para aumentar el uso de estos recursos. En el 2018-2019, la Placita tuvo 6,899 visitas, 19% más que el año anterior. Además, Plaza Virtual tuvo casi 10,000 visitas únicas a la página este año, 30% más que en el 2017-2018.



STUDENT SUPPORT TRAINING

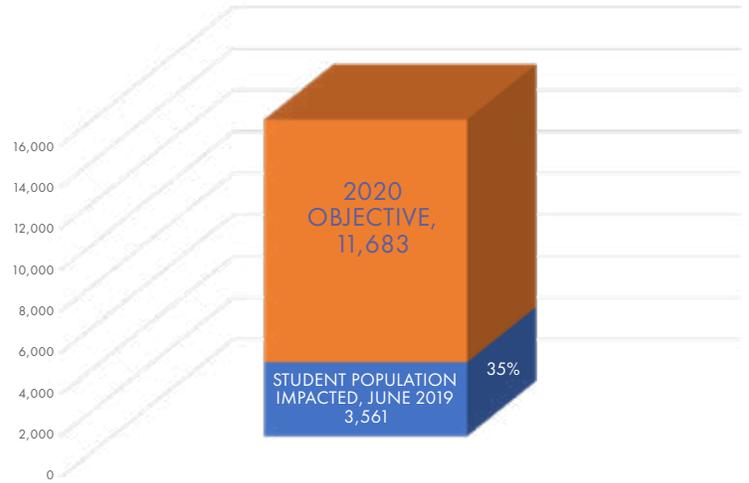
HETS conducts a series of workshops to promote the use of HETS student support services. Through these workshops, the organization trains student support staff at member institutions on the services provided by HETS, preparing them to promote the services and guide students on the use of the tools available to them. In 2018-2019, 82 student support staff were trained. In Puerto Rico, staff from 10 of 11 member institutions (91%) received training. With this, HETS exceeded the objective of training at least 50 student support staff annually and training staff from 80% of member institutions in Puerto Rico by June 2020.

HETS realiza una serie de talleres de servicios de apoyo al estudiante para promover el uso de estos servicios. A través de estos talleres, la organización capacita al personal de apoyo estudiantil de sus instituciones miembros sobre los servicios de apoyo de HETS. En el 2018-2019, 82 miembros del personal de apoyo estudiantil fueron capacitados. En Puerto Rico, personal de 10 de las 11 instituciones miembros (91%) recibió capacitación. Con esto, HETS superó su objetivo de capacitar al menos a 50 empleados de apoyo estudiantil anualmente y capacitar al personal del 80% de las instituciones miembros en Puerto Rico a junio de 2020.

HETS STUDENT LEADERSHIP SHOWCASE AND STUDENT AMBASSADORS PROGRAM

One key strategy during this strategic period is to connect with students from member institutions to provide support services and other opportunities available to students through HETS. The Student Leadership Showcase allows HETS to connect with leadership from student organizations, identify, disseminate and showcase student innovative projects. In 2018-2019, over 1,000 students from member institutions were impacted through the Student Leadership Showcase and SLS Tour initiatives.

HETS is also impacting students and actively promoting student support services through the Student Ambassadors Program, a peer-driven program in which HETS-trained student leaders reach out and provide orientation and guidance to other students at their institutions regarding HETS student support services. As of June 2019, HETS had recruited 48 student ambassadors in Puerto Rico, eight (8) in the United States and one in Colombia. These students received training on student support services and strategies to reach out to their peers. With the support of student ambassadors, HETS seeks to reach out to 10% of the total student population in each campus participating in the Student Ambassadors Program by June 2020. As of the end of Year 2 of the strategic plan period, HETS had been able to reach 3,561 students, 3.6% of the student population in participating campuses. So far, HETS has achieved 30.5% of its June 2020 objective.



Una estrategia clave durante este período estratégico es establecer redes con los estudiantes de las instituciones miembros para proporcionar información y orientación sobre los servicios de apoyo y otras oportunidades disponibles para estudiantes a través de HETS. El Student Leadership Showcase permite conectarse con líderes de organizaciones estudiantiles, identificar, difundir y exhibir proyectos innovadores de estudiantes. En el 2018-2019, más de 1,000 estudiantes fueron impactados a través del Student Leadership Showcase y el SLS Tour.

HETS también llega a los estudiantes a través del Programa de Embajadores Estudiantiles, en el que los líderes estudiantiles capacitados por HETS se acercan y brindan orientación a otros estudiantes de sus instituciones sobre los servicios de apoyo que ofrece la organización. A junio de 2019, HETS había reclutado 48 estudiantes embajadores en Puerto Rico, ocho en los Estados Unidos y uno en Colombia. Con el apoyo de los embajadores estudiantiles, HETS procura llegar al 10% de la población estudiantil total de los recintos que participan en el Programa de Embajadores a junio de 2020. Al final del segundo año del período del plan estratégico, HETS logró llegar a 3,561 estudiantes, 3.6% de la población estudiantil en los campus participantes. HETS ha logrado el 30.5% de su objetivo de junio de 2020.



2018-2019 ACHIEVEMENTS: ONLINE LEARNING & TECHNOLOGY INTEGRATION

The goal of this strategic core area is to promote and encourage the effective integration of online learning and technology innovation at member institutions. Strategies also seek to support and foster the ongoing development of online learning. In order to accomplish this, HETS focuses on the following strategies:

1. Disseminate research and best practices on high-quality and effective online learning, with emphasis on responses to Hispanic student needs, through the HETS Online Journal and the HETS Best Practices Showcase.
2. Promote and share innovative practices in online course design and delivery and student engagement strategies through the HETS Best Practices Showcase.
3. Disseminate best practices and successful models through the HETS website, the Faculty Placita at the Virtual Plaza, and social media networks.
4. Provide ongoing faculty development opportunities through online workshops, face to face workshops, and special educational events.
5. Participate in initiatives that support and disseminate research on online learning.

El objetivo de esta área estratégica es promover y mejorar la calidad de los procesos de enseñanza-aprendizaje en línea en las instituciones miembros. Las estrategias implementadas en esta área están destinadas a fomentar el rendimiento óptimo en entornos de educación en línea y la integración, implementación y uso efectivo de la tecnología. Las estrategias también buscan apoyar y fomentar el desarrollo continuo del aprendizaje en línea. Con esto en mente, HETS promueve el desarrollo y ofrecimiento de cursos en línea de alta calidad centrados en el estudiante mediante oportunidades de desarrollo profesional presenciales y en línea. También disemina investigaciones y mejores prácticas a través de eventos, publicaciones, las redes sociales y su página de Internet.



HETS ONLINE JOURNAL

HETS encourages the dissemination of research and best practices on high-quality and effective online learning and the integration of technology, with emphasis on addressing Hispanic student needs. In 2018-2019, eight related articles were published in the HETS Online Journal, two in the Fall 2018 issue and six in the Spring 2019 issue. The title of the articles published were: (1) *La educación a distancia como herramienta de capacitación profesional: perspectivas del docente universitario*; (2) *Efectividad de las modalidades de enseñanza presencial y a distancia en el aprovechamiento académico de estudiantes del componente general del Programa de Educación*; (3) *Hispanic Students and Online Learning Factors of Success*; (4) *Teaching Online at South Bronx Community College*; (5) *Implementation of a Civic Engagement Community Change Model through the Integration of Technology and Social Media as Strategic Element*; (6) *Tendencias en la Evaluación Cursos en Línea*; (7) *Zoom: An Innovative Solution for the Live-online Virtual Classroom*; and (8) *To Blend or not to Blend: Case Study of On-line Learning in General*.

HETS promueve la difusión de investigaciones y mejores prácticas sobre aprendizaje en línea efectivo y de alta calidad y la integración de la tecnología, con énfasis en estrategias que respondan a las necesidades de los estudiantes hispanos. En el 2018-2019, se publicaron ocho artículos relacionados en el HETS Online Journal, dos en la edición de otoño de 2018 y seis en la edición de primavera de 2019.



PROFESSIONAL DEVELOPMENT: ONLINE AND FACE TO FACE WORKSHOPS

During 2018-2019, HETS continued to provide faculty development opportunities through online workshops, face to face workshops, and special educational events. The organization placed emphasis on professional development activities with a practical approach and authentic hands-on experiences to teaching. HETS offered a total of eight training sessions during Year 2 (existing and new), including four face to face opportunities and four online sessions, to 175 faculty members. HETS experts and collaborators developed six new workshops this year, four in Spanish and two in English. These will be available to members during the upcoming year.

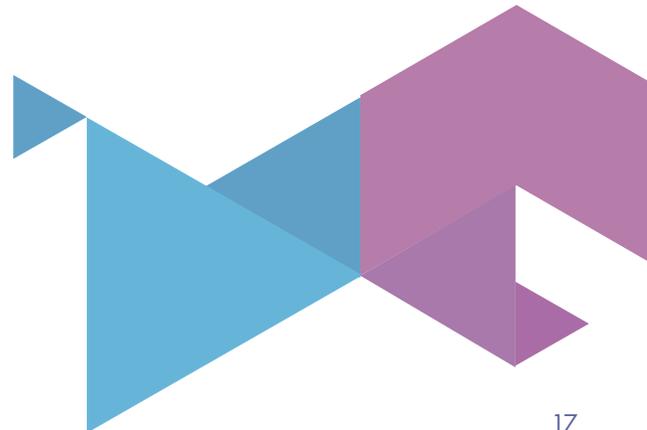
HETS VIRTUAL BEST PRACTICES SHOWCASE

The HETS Best Practices Showcase is another key strategy to share best practices on high-quality and effective online learning, online course design and delivery, student engagement strategies, and assessment of online courses and learning outcomes. At this year's Virtual Best Practices Showcase, seven best practices related to online learning and technology integration were presented: (1) Easing the burden of Distance Learning; (2) *Educación a distancia: la importancia del assessment y su impacto en el desempeño académico*; (3) Embedded Librarianship: Connecting Faculty, Librarians, and Students in Online Courses to Improve Information Literacy Competences; (4) OER to Develop Zero Textbook Costs Section; (5) Strategies & Quality Measures for Online Student Retention; (6) Using Piazza and Slack to improve student retention and engagement, and (7) WikiWeeks: Cooperative learning using critical LMS technology and trending topics.

El HETS Best Practices Showcase es otra estrategia clave para compartir las mejores prácticas de enseñanza en línea, diseño y ofrecimiento de cursos en línea, estrategias de participación estudiantil y avalúo de cursos en línea y resultados de aprendizaje. Este año, en la versión virtual de la conferencia, se presentaron siete mejores prácticas de aprendizaje en línea e integración de tecnología.



Durante el 2018-2019, HETS continuó brindando oportunidades de desarrollo para los miembros de facultad a través de talleres en línea, talleres presenciales y eventos educativos especiales. La organización puso énfasis en actividades de desarrollo profesional con un enfoque práctico para la enseñanza. HETS ofreció un total de ocho sesiones de capacitación durante el año 2 (existentes y nuevas), incluyendo cuatro oportunidades presenciales y cuatro sesiones en línea. También se desarrollaron seis nuevos talleres que estarán disponibles el próximo año.





PUBLICATIONS

HETS provided member institutions with access to multiple publications on distance education in Puerto Rico, developed and published in collaboration with the Rio Piedras Campus of the University of Puerto Rico, Virtual Educa, and the Puerto Rico Department of State. These reports are available for download free of charge at the HETS web portal. The first report, *Educación Virtual y a Distancia en Puerto Rico*, had an additional 51 downloads in 2018-2019, 805 in total since it was published. The related working document, *Teoría y Práctica de la Educación a Distancia en Puerto Rico*, had 89 new downloads, reaching a total of 311 downloads since it was made available. “Lo Obvio y lo Escondido de la Educación a Distancia en Puerto Rico” has had a total of 259 downloads, 136 of these in 2018-2019. Collectively, these research reports have accumulated 1,375 downloads.



HETS proveyó a sus instituciones miembros acceso a varias publicaciones sobre educación a distancia en Puerto Rico, desarrolladas y publicadas en colaboración con el Recinto de Río Piedras de la Universidad de Puerto Rico, Virtual Educa y el Departamento de Estado de Puerto Rico. Estos informes están disponibles libre de costo en el portal web de HETS. El primer informe, “Educación virtual y a distancia en Puerto Rico”, tuvo 51 descargas adicionales en 2018-2019, 805 en total desde su publicación. El documento de trabajo relacionado, “Teoría y práctica de la educación a distancia en Puerto Rico”, tuvo 89 nuevas descargas, alcanzando un total de 311 desde que se hizo disponible. “Lo Obvio y lo Escondido de la Educación a Distancia en Puerto Rico” ha tenido un total de 259 descargas, 136 de ellas en el 2018-2019. Colectivamente, estos informes han acumulado 1,375 descargas.

DISTANCE LEARNING WEBINARS

In the summer of 2018, guided by the leadership and support of President Carlos Morales (TCC Connect), HETS initiated a process to identify potential webinar topics related to distance learning to continue providing advanced support to faculty members in areas of greatest need. Dr. Morales conducted a conference call with 15 representatives from HETS member institutions that led to the identification of 11 webinar topics in English and Spanish. The first webinar on “Using SIS data to enhance the online learning experience” took place in November 2018. A second webinar on online course design was also developed and proposed for the Spring of 2019 (Online Course Design at the Peak: Colorado Community College Online Approach to Centralized Course Design).

En el verano de 2018, guiado por el liderazgo y el apoyo del presidente Carlos Morales (TCC Connect), HETS inició un proceso para identificar posibles webinars relacionados con el aprendizaje a distancia para continuar brindando apoyo a los miembros de facultad en las áreas de principal necesidad. El Dr. Morales realizó una conferencia telefónica con 15 representantes de instituciones miembros de HETS donde se identificaron 11 temas de interés. El primer webinar, “Using SIS data to enhance the online learning experience”, tuvo lugar en noviembre de 2018. También se desarrolló un segundo webinar sobre diseño de cursos en línea, “Online Course Design at the Peak: Colorado Community College Online Approach to Centralized Course Design”.

PROMOTING HETS GROWTH AND DEVELOPMENT

The core strategic areas and the work and progress of the organization during the 2017-2020 period is supported by a series of essential marketing, communications, and development strategies. These strategies are expected to: help increase the visibility of the organization, help maintain effective relations with members, and increase the interest of corporate partners and sponsors. Also, are expected to attract the interest of external publics, enhance the strategic positioning of the organization, and increase the growth and sustainability capacity of the organization.



Las áreas estratégicas medulares, así como el trabajo y progreso de la organización durante el período 2017-2020, están respaldados por estrategias de mercadeo, comunicaciones y desarrollo. Se espera que estas estrategias ayuden a aumentar la visibilidad de la organización, ayuden a mantener relaciones efectivas con los miembros y aumenten el interés de los socios corporativos y auspiciadores. También, se espera que atraigan el interés de públicos externos, mejoren el posicionamiento estratégico de la organización y aumenten el crecimiento y la capacidad de sostenibilidad de HETS.

FUNDING

HETS has continued to implement a series of initiatives to diversify and increase its funding. These include the expansion of the number of corporate partners through the implementation of the HETS Corporate Social Responsibility Program. The Consortium has also focused on identifying and attracting sponsors for its events, and the Student Ambassadors Program. In 2018-2019, the organization raised \$44,857 in corporate partnerships, sponsorships, and donations. As part of the funding strategy, the organization has also placed emphasis on increasing its inventory of online workshops and certifications. HETS offered four new workshops and developed two more. Revenues from workshops and events (e.g., Best Practices Showcase) amounted to \$16,300.

MEMBERSHIP GROWTH

In 2018-2019, HETS achieved a 90% membership retention rate. The organization was also able to add two new institutional members (*Universidad Autónoma de Guadalajara* and *Universidad Cooperativa de Colombia*) and two new corporate members (Instructure, Inc. and COBIMET). As part of the membership growth initiatives, several current and founding members and institutional leaders supported the organization through member referrals. In Puerto Rico President Manuel Fernós supported these efforts and, in USA, President Carlos Vargas, President Antonio Pérez, President Carlos Morales, and Dean Sunil Gupta. A total of 13 former members and 17 new institutions were approached.

En 2018-2019, HETS logró una tasa de retención de membresía del 90%. La organización también logró agregar dos nuevos miembros institucionales (*Universidad Autónoma de Guadalajara* y *Universidad Cooperativa de Colombia*) y dos nuevos miembros corporativos (Instructure, Inc. y COBIMET). Como parte de las iniciativas para aumentar la membresía, varios miembros de Junta, fundadores y líderes institucionales apoyaron a la organización a través de referencias. En Puerto Rico, el presidente Manuel Fernós apoyó estos esfuerzos y, en los Estados Unidos, el presidente Carlos Vargas, el presidente Antonio Pérez, el presidente Carlos Morales y el decano Sunil Gupta. Colectivamente, se contactaron un total de 13 ex miembros y 17 nuevas instituciones.



HETS ha continuado implementando una serie de proyectos para diversificar y aumentar sus fondos. Estos incluyen el incremento del número de socios corporativos a través del Programa de Responsabilidad Social Corporativa. El Consorcio también se ha centrado en identificar y atraer auspiciadores para sus eventos y el Programa de Embajadores Estudiantiles. En el 2018-2019, la organización recaudó \$44,857 provenientes del programa de socios corporativos, auspicios y donativos. Como parte de la estrategia de sustentabilidad, la organización también ha puesto énfasis en aumentar su inventario de talleres y certificaciones en línea. Este año, HETS ofreció cuatro nuevos talleres y desarrolló otros dos. Los ingresos de talleres y eventos (e.g., Best Practices Showcase) ascendieron a \$ 16,300.



EXPANDING RELATIONSHIPS AND VISIBILITY

Another key priority for HETS throughout the years has been increasing its visibility and expanding its networks both internally and externally. In 2018-2019, the organization conducted 18 campus visits and conference calls with member institutions in Puerto Rico and the United States, as well as with international members. The organization was also able to reach over 200 faculty members through its workshops and presentations. It also expanded its events to mainland institutions, including an event for students and key staff members at California State University, Sacramento, and continued fostering alliances among members. For instance, collaborative agreements between Southeast Missouri State University and EDP University, Ana G. Mendez University, and Universidad Central de Bayamon.

To continue increasing its presence externally and strengthen its services, HETS also established alliance-building initiatives with organizations and corporations with the potential to contribute to the Consortium and its members, such as the Hispanic Association of Colleges and Universities (HACU) and Virtual Educa. Others included ICANN, Microsoft, Connect, and Internet Society. The organization's emphasis on strategically increasing its external presence drove a marked increase in HETS' participation in multiple events from other organizations and member institutions in 2018-2019. Some events were: Inter Metro Student Organizations meeting, Google presentation at Inter American University's Law School, Internet Day at Inter American University of Puerto Rico Aguadilla Campus, Tech or Treat week and cabinet/key staff virtual presentations at California State University, San Bernardino, HACU International Conference and Lumina Foundation Report presentation in Puerto Rico.

In addition, HETS has continued promoting initiatives, resources, and events through multiple print and electronic means. In 2018-2019, HETS launched a total of 49 email campaigns and published 10 different news on the HETS website. Moreover, it continued strategically using several social media networks, including Twitter, Facebook, LinkedIn, and YouTube. On Twitter, HETS reached 26,300 views and 683 followers this year. The organization also reached 239 posts and 1,487 likes on Facebook. Its LinkedIn account reached 191 followers and 2,572 views and the HETS YouTube Channel's 327 videos reached 19,951 views.



Otra prioridad clave para HETS a lo largo de los años ha sido aumentar su visibilidad y expandir sus redes, tanto interna como externamente. Durante el 2018-2019, la organización realizó 18 visitas a instituciones miembros y llamadas de conferencia con instituciones en Puerto Rico y los Estados Unidos, así como con miembros internacionales. La organización también pudo llegar a más de 200 miembros de facultad a través de sus talleres y presentaciones. También amplió sus eventos a las instituciones en Estados Unidos y continuó fomentando alianzas entre los miembros. Para continuar aumentando su presencia externamente y fortalecer sus servicios, HETS estableció alianzas con organizaciones y corporaciones con el potencial de contribuir al Consorcio y sus miembros, como la Asociación Hispana de Colegios y Universidades (HACU) y Virtual Educa. Otros incluyeron ICANN, Microsoft, Connect e Internet Society. El énfasis de la organización en aumentar estratégicamente su presencia externa impulsó un marcado aumento en la participación de HETS en múltiples eventos de otras organizaciones e instituciones miembros en el 2018-2019.

Además, HETS ha continuado promoviendo sus iniciativas, recursos y eventos a través de variedad de medios impresos y electrónicos. En 2018-2019, HETS lanzó un total de 49 campañas de correo electrónico, publicó 10 noticias en su página y continuó utilizando varias redes sociales, como Twitter, Facebook, LinkedIn y YouTube. En Twitter, HETS alcanzó 26,300 vistas y 683 seguidores este año. La organización también publicó 239 "posts" en Facebook y logró 1,487 "likes". Su cuenta de LinkedIn alcanzó 191 seguidores y 2,572 vistas y los 327 videos del canal de YouTube HETS alcanzaron 19,951 vistas.

2018-2019 NEW MEMBERS AND PARTNERS

HETS warmly welcomes its 2018-2019 institutional members and partners.

INSTITUTIONAL MEMBERS

UNIVERSIDAD AUTÓNOMA DE GUADALAJARA (UAG)

The *Universidad Autónoma de Guadalajara*, Autonomous University of Guadalajara), commonly abbreviated to UAG or *Autónoma*, is a coeducational, independent, nondenominational, and nonprofit private university based in the Mexican city of Guadalajara. Established in 1935, it was the first private university and medical school in Mexico. The university has become one of the most important educational institutions in Latin America, attracting students from 25 different countries. The UAG has a current enrollment of over 14,000 students, 85% of whom are Mexican, while 15% come from 25 different countries. The institution employs around 300 full-time and 900 part-time, highly qualified, faculty members.



UNIVERSIDAD COOPERATIVA DE COLOMBIA (UCC)

Founded in 1958, *Universidad Cooperativa de Colombia* is a non-profit private higher education institution located in Bogotá. This institution has also branch campuses in Medellín, Bucaramanga, Barrancabermeja, and Santa Marta. Officially accredited and/or recognized by the Ministerio de Educación Nacional, Colombia (Ministry of National Education, Colombia), UCC is a large coeducational higher education institution with more than 40,000 students. It offers courses and programs leading to officially recognized higher education degrees, including 27 undergraduate degrees and 36 graduate and professional degrees. In addition, the institution offers four graduate degrees completely online.



CORPORATE PARTNERS

INSTRUCTURE, INC.

Instructure, Inc. is an educational technology company based in Salt Lake City, Utah. It is the developer and publisher of Canvas, a Web-based learning management system, and Canvas Network, a massive open online course (MOOC) platform. Instructure was created in 2008 by two Brigham Young University graduate students to support the continued development of a new learning management system (LMS) originally named Instructure. Once incorporated, the founders changed the name of the software to Canvas. The Utah-based company tested the LMS at several local schools including Utah State University and Brigham Young University before officially launching Canvas. Canvas is now used by more than 3,000 universities, school districts, and institutions around the world.



COBIMET

COBIMET is a nonprofit organization that works collaboratively with its members to improve virtual library services and information skills in the digital era. The organization's mission is to provide equitable access to information, in accordance with the requirements of the knowledge age. It works with member institutions to provide services to librarians, students, faculty and community in general, supporting the cost-effective and efficient distribution of electronic and digital content, under a model of economies of scales. Since its inception in 2002, COBIMET has impacted 163,000 users, providing access to more than 3.2 million virtual resources.



RECOGNITION OF HETS FORMER LEADERSHIP

Throughout its history of 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.

A lo largo de su historia de 25 años, HETS ha tenido el privilegio de reunir a un número sobresaliente de líderes educativos de gran renombre. Muchos de estos líderes han guiado los pasos de la organización desde sus inicios, como sus padres fundadores, mientras que otros se han unido a ellos en el camino, dejando importantes contribuciones. Desafortunadamente, a lo largo de los años, algunos de estos líderes han tomado la decisión de retirarse dejando un gran legado. Este espacio en nuestro informe anual reconoce a varios de los líderes que, después de este año, ya no serán parte del Consorcio. Estos líderes ayudaron a desarrollar lo que es el Consorcio HETS hoy, por lo que agradecemos su LIDERAZGO y LEGADO.



National
University College



Gloria Baquero, Ph.D.
Former President
National College University

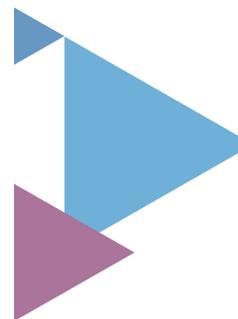
National University College (NUC) joined HETS in 2008-2009, under the presidency of Dr. Carmen Claudio. In 2011-2012, Dr. Gloria Baquero joined the HETS Board of Directors as the new president of NUC. Dr. Baquero was appointed as Vice Chair of the Board in 2014-2015 until 2016-2017. Since 2017-2018, she has served as Board Regional Representative. Throughout her time in the HETS Board, Dr. Baquero distinguished herself for her ongoing commitment and active participation as Board member and Executive Committee member. Furthermore, she has determinedly promoted HETS services among NUC's key staff and students and has made HETS part of meetings with the institution's faculty and administrators. In addition, she actively participated in the Best Practices Showcase, Academic Fairs, and events with distance learning directors and admissions directors. She has been involved in discussions about the HETS strategic plan and the development of services such as the Best Practices Showcase, Student Leadership Showcase, the Student Ambassadors program, the HETS Online Journal, and professional development events. Moreover, Dr. Baquero has ensured she shares her experience as a HETS member with other presidents and invited them to join the Consortium. We recognize and thank Dr. Gloria Baquero for firmly believing in HETS and for her consistent support to the organization.

HETS 2018-2019 FINANCIAL STATEMENTS

STATEMENT OF ACTIVITIES

Actuals as of June 30, 2019

Description	ACTUAL Year to Date	BUDGET Year to Date	% Change
REVENUES			
Membership Dues	\$165,520	\$178,000	-7.01
Corporate Spons. & Donations	44,857	69,080	-35.07
Event Coord./Best Practices	2,100	6,000	-65.00
Workshop Registration	14,200	17,500	-18.86
Total Revenues	226,677	270,580	-16.23
EXPENSES			
Administrative	20,601	25,457	-19.08
Direct Services	147,689	176,546	-16.35
Operational Expenses	61,439	68,577	-10.41
Total Expenses	229,729	270,580	-15.10
Change in Net Assets	(\$3,052)	\$0	



STATEMENT OF FINANCIAL POSITION

ASSETS

Current Assets

Banco Popular Checking Account	\$51,893.38
Accounts Receivable	17,739.18
Prepaid Expenses	5,772.46

Total Current Assets \$75,405.02

Property and Equipment

Equipment	7,640.13
Accum. Depreciation	(6,229.59)
Total Property and Equipment	1,410.54

Total Assets \$76,815.56

LIABILITIES AND NET ASSETS

Current Liabilities

Accounts Payable	\$27,441.78
Accrued Expenses	5,138.17
Deferred Revenues	10,265.14

Total Current Liabilities \$42,845.09

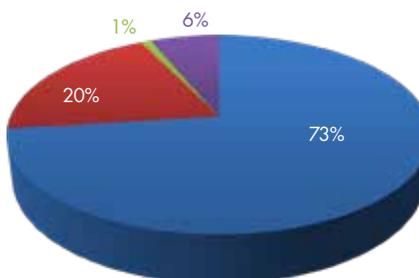
Net Assets

Total Net Assets	37,019.93
Net Income	(3,049.46)

Total Net Assets 33,970.47

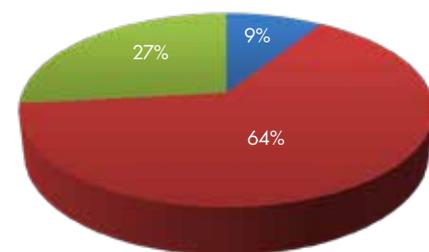
Total Liabilities & Net Assets \$76,815.56

DISTRIBUTION OF 2018-2019 REVENUES



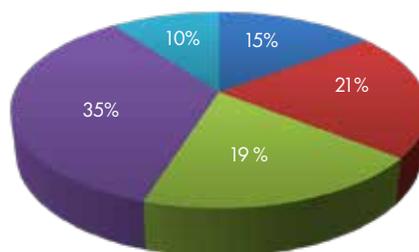
Membership Dues	\$165,520
Corporate Sponsorships / Donations	\$44,857
Event Coordination / Best Practices	\$2,100
Workshop Registration	\$14,200

DISTRIBUTION OF 2018-2019 EXPENSES



Administrative	\$20,601
Direct Services	\$147,689
Operational Expenses	\$61,439

DISTRIBUTION OF HETS 2018-2019 DIRECT SERVICES EXPENSES



HETS Online Journal	\$21,694
HETS Prof. Dev. Events (PDEs)	\$30,983
Student Leadership & Event Coordination	\$28,421
Online Resources & Social Media	\$51,720
Grant & Sponsors Outreach	\$14,871



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