



**Board of Directors Meeting  
Minutes Summer Meeting  
June 23rd & 24th, 2022  
Hybrid: In person & Zoom Online  
Meeting at BMCC, CUNY**

## Quick Reference Guide

### Agenda

Welcome, Greeting, and Introduction of HETS Board Members  
Review of the Agenda and Approval of Minutes from the January 2022 Meeting  
Presentation of New Members  
2021-2022 HETS Status Report Summary & Strategic Plan Report  
Open discussion and Board recommendations for HETS Strategic Plan 2017-2021  
Presentation of the Learning Technologies Leadership Academy and the Membership dues Proposal  
HETS Financial Status 2021-2022 & Proposed Budget 2021-2023  
Nomination Committee Report and Elections  
New Items, winter meeting dates & host

### Session with corporate partners:

Welcome, Greetings to HETS Board Members & Corporate Partners  
Partner's presentations & Open Discussion  
Closing Remarks

**Reading Guide:** Action items in **red font**.

**List of Attendees****HETS Board Members & Representatives****Executive Committee**

1. Dr. Carlos Morales, President, TCC Connect Campus, Tarrant County College District  
HETS Chair
2. Eng. Gladys Nieves, President, EDP University  
HETS Treasurer
3. Dr. Tomas Morales, President, California State University San Bernardino  
HETS Regional Representative – West
4. Dr. Maritza Rondón, *Universidad Cooperativa de Colombia*  
HETS Regional Representative – International

**Board Members in person:**

5. Dr. Anthony Munroe, President, Borough of Manhattan Community College, CUNY
6. Dr. Elsa Nuñez, President, Eastern Connecticut State University
7. Mr. Kenneth Adams, President, LaGuardia Community College, CUNY
8. Dr. José Torres, Chancellor, Ponce Health Sciences University
9. Dr. Christine Mangino, President, Queensborough Community College
10. Dra. Waleska Crespo, President, Universidad Central del Caribe
11. Mr. Carlos Guevara, Director, Office of Educational Technology, Hostos Community College  
(Designated Representative)
12. Dr. Lester Sandres Rápalo, Provost and Vice President for Academic Affairs, Bronx Community College
13. Dr. Jackeline Álvarez, Vice President Academic & Student Affairs, Inter American University of Puerto Rico
14. Mr. Erik Ramirez, Director of Equity and Affinity Centers, California State University, Sacramento (Designated Representative)
15. Dr. Elsa-Sofia Morote, Dean of Graduate Student, John Jay College of Criminal Justice, CUNY, (Designated Representative)
16. Dr. Edgardo Rosaly, Associate Vice President, Universidad Ana G. Méndez, (Designated Representative)
17. Dr. Mary Jo Parker, Executive Director, UHD Scholars Academy, University of Houston Downtown (Designated Representative)
18. Dr. Thomas Spencer, Interim Executive VP for Research, University of Texas, Rio Grande Valley, (Designated Representative)

**Members virtual:**

19. Dr. María Hernández Núñez, President, Atenas College
20. Dr. Berta Ríos, President, Carlos Albizu University
21. Dr. Olga E. Rivera, President & CEO, ICPR Junior College
22. Ms. Jesenia Minier, MPA, Chief Diversity Officer, ADA and Title IX Coordinator, Western Connecticut State University (Designated Representative)
23. Dr. José Ramírez, Vice President of Academic Affairs, American University of Puerto Rico

24. Dr. José A. Córdova, President & CEO, Columbia Central University
25. Ms. Deborah Drahus, Esq., Interim Chancellor, Colegio Universitario de San Juan
26. Dr. Faust Gorham, Chief Information Officer, California State University, Bakersfield (Designated Representative) (Excused)
27. Dr. Min Yao, Vice President and Chief Information Officer, California State University, Long Beach (Designated Representative)
28. Dr. Norma Larios, Assistant Vice President, Divisional Operations, California State University, San Marcos (Designated Representative)
29. Ms. Carol Brower, Director of Student Life, College of Staten Island (Designated Representative)
30. Dr. Shantay Grays, Vice Chancellor, Student Services, Houston Community College (Designated Representative) (Excused)
31. Ms. Omayra Rodríguez, Esq., Compliance Officer, Humacao Community College (Designated Representative)
32. Dr. Carmen Lidz, Vice Chancellor & Chief Information Officer, Los Angeles Community College District (Designated Representative)
33. Dr. Daniel Ward, Assistant Director and Educational Technologist, Department of Online Learning, New Jersey City University (Designated Representative)
34. Ms. Iris Torres, Director of Las Vías Program, Rowan College of South Jersey (Designated Representative)
35. Ms. Pamela Vargas, Director of Research and Sponsored Programs, Southeast Missouri State University (Designated Representative)
36. Dr. JoAnne Malatesta, Vice Provost for Academic Innovation and Student Success & Dean of Undergraduate Education, University of Albany (Designated Representative)
37. Dr. Eva M. Fernández, Interim Vice President for Academic Affairs and Provost, Stella and Charles Guttman Community College
38. Ms. Rosalind Martínez, Corporate Director of Institutional Effectiveness, NUC University

#### **New Members**

39. Dr. Ángel E. Ernesto Huerta Vélez, Chancellor, Instituto Tecnológico Universitario Rumiñahui – In person
40. Mr. Jermaine Wright, Vice President of Student Affairs, Lehman College CUNY (Designated Representative) - In person

#### **Special Guests**

41. Dr. Manuel Romero, Executive Director of Public Affairs, Borough of Manhattan Community College – In Person
42. Mr. Sunil Gupta, Interim, Vice President, Information & Technology, LaGuardia Community College, CUNY – In Person
43. Ms. Carmita Suárez, Administrative Vice Chancellor, Instituto Tecnológico Universitario Rumiñahui – In person
44. Dr. Milton Wladimir Paredes Parada, Academic Advisor of the Council for Quality Assurance of Higher Education of Ecuador – In person
45. José A. Capriles Quiros, Dean of Medicine, Universidad Central del Caribe – In person

**Major Corporate Partners, Members & Guests**

46. Mr. Andre Asti, LAC Executive Sales Director, Blackboard & Anthology - In-Person
47. Mr. Mario Sanchez, U-Planner – In person
48. Mr. Rubén Rivas, U-Planner – In person
49. Mr. Marcelo R. Rodriguez, Founder, InQmatic – In person
50. John Ingham, Vice President, Campus Care 360 – In person
51. Katrina Young, Technology, Technology Portfolio Manager, NASA Langley Research Center (Virtual)

**HETS Staff**

52. Dr. Yubelkys Montalvo, HETS Executive Director
53. Ms. Maribel Miró, Executive Assistant & Public Relations Director

**HETS Board Meeting, Hybrid meeting  
Thursday, June 23, 2022**

Meeting was convened at 9:05AM.

**Welcome, Greetings & Introduction of HETS Board Members**

HETS Chair, Dr. Carlos Morales, presented himself, thanked everyone for their time, and welcomed meetings participants. He requested Board Members to present themselves to call attendance. Executive Committee members presented themselves, followed by the rest of the Board members. Dr. Montalvo recognized the presence of online attendees, thanked them for their time, and recorded their attendance. In addition, Dr. Montalvo acknowledge the quorum at that moment, a total of 4 members out of 46.

**Review of the Agenda and Approval of Minutes from the February 2022 Meeting**

Executive Director Montalvo and Dr. Morales asked Board participants to review the agenda and proceed to the approval of the minutes from the summer meeting held on June 23 and 24, 2022. President Tomás Morales presented a motion to approve both documents, the agenda and minutes. The motion was seconded by President Munroe. The agenda and February 2022 Meeting minutes were approved with no objections.

**New Members Presentation**

Dr. Morales asked Eng. Gladys Nieves, HETS Treasurer and EDP University President, to introduce the new members, starting with Dr. Ángel E. Ernesto Huerta Vélez, Chancellor, Instituto Tecnológico Universitario Rumiñahui; and concluding with Mr. Jermaine Wright, Vice President of Student Affairs, Herbert H. Lehman College CUNY (Designated Representative). Both representatives made a brief presentation of their institutions. President Nieves thanked them and Dr. Montalvo and Dr. Morales presented the new members with a virtual certificate.

**2021-2022 HETS Status Report Summary and Strategic Plan Progress Report**

Continuing with the agenda, HETS Chair, Dr. Carlos Morales introduced Dr. Montalvo, Executive Director, to discuss the Status Report. Dr. Montalvo started by emphasizing on the semester's achievements, while going through the presentation of the first semester of the six year of the Strategic Plan. She informed on the progress made vis a vis the activities proposed in Strategic Plan. Dr. Montalvo began by presenting the three board-approved strategic core areas and major goals established in the plan: access, retention, and successful completion, as well as online learning and technology integration.

Dr. Montalvo explained that, as part of the first core area, *Access*, the plan established the objective of publishing at least four (4) articles annually (two per issue) on Hispanic access to Higher Education in the HETS Online Journal (HOJ), the organization's peer-reviewed journal. Result: During the fall of 2021, HETS was able to publish two articles and one (1) article during spring 2022 vs. 4 articles in 2020-2021.

Dr. Montalvo moved on to the discussion of the projects presented under the *Access* core strategic area for the HETS Best Practices Showcase. The annual objective was to share at least three best practices on the use of technology to help overcome barriers to Hispanic Access to Higher Education. Result: fourth of the projects presented were related to the "Access" core area vs. eight (8) virtual presentations in 2021, both years exceeding the goal.

The Executive Director added that, another objective within the Strategic Plan was to increase by 25% the number of institutions participating in the Academic Fair, which takes place when the Best Practices Showcase is face-to-face. In 2017-2018, the last time the Academic Fair was held, the number of institutional exhibitors increased by 60%, compared to 2016-2017, when 28 exhibitors participated. Dr. Montalvo pointed out that the Academic Fair was not conducted during the February 2022 to safeguard students, as a result of the increase of the COVID-19 in Puerto Rico, and was moved to November 2022 as part of The Summ event with an alliance with the Department of Education in the Island.

Another objective for this year was to increase the number of students impacted through the Student Leadership Showcase/Tour and Graduate Fairs, attaining a 25% participation rate (2,092). Two virtual versions of the Student Leadership Showcase Tour were organized, one in Spanish for Puerto Rico and Latin America, and the English version for students in the United States. During 2021-2022 has benefited 1,942 students vs. 1,854 students, representing an increase 4.5%.

Dr. Montalvo also presented efforts made to encourage participation from Admissions Staff at member institutions. The established objective in this area was to achieve participation of at least 60% of all member institutions in the U.S. in regular online discussions. A total of 47 staff members were contacted, both in P.R. and the U.S., including staff from 24 out of 29 members in the U.S. (83%). By the end of Year 4, the objective was to gather commitment from Admissions Staff from at least 60% of member institutions in the U.S. to participate in a collaborative initiative to facilitate processes for students moving to and from the U.S. (Student Passport). As of June 2022, a total of 33 out of the 42 members in the U.S. and P.R., approved their institution's profile information to

be uploaded on the Student Passport landing page, representing 79%. Dr. Montalvo reported on the status of those pages currently available and those in progress of being approved, along with sample views of the pages. **Dr. Montalvo invited Board Members to contact the HETS office if information needs to be updated or edited in order to continue with approval and publication.**

The Executive Director continued to discuss the objectives and accomplishments within the *Retention and Successful Completion*, second core strategic area. She pointed out that the plan established as the annual objective to publish at least six (6) articles (three per issue) related to student support and retention in the HOJ. During the Fall semester, a total of seven (7) articles and three (3) articles on spring versus 5 articles published in 2021.

According to Dr. Montalvo, within this core strategic area, the goal is to share at least three (3) best practices annually on the use of technology to improve Hispanic student retention during the Best Practices Showcase. During the 2022 Best Practices Showcase, six proposals were approved to be presented under the Retention track vs. three (3) presentations in 2021.

Dr. Montalvo explained that during years 3 and 4, the objective is to increase the number of unique visits to the Virtual Plaza by 25%. For the academic year 2021-2022, the total page views was 17,475 vs. 35,807 in 2020-2021. The objective was to achieve at least 5,000 unique visits to the access-related sections of the Student Placita. During the Fall 2021, the Student Placita had a total of 14,419 10,374 unique visits, compared with 14,338 for the year 2020-2021.

The Executive Director moved on to talk about the efforts to develop mini workshops focused on specific student support skills on Year 5. Dr. Montalvo showcased the efforts under this core area to support retention and student success through training opportunities. Four (4) Student Leadership Showcase and tours and eleven (11) webinars were coordinated and executed for students during 2021-2022, resulting in 7,043 registrants vs. eleven (11) with 5,032 registrants in 2020-2021. Also, the HETS trained total of 18 student support staff members from six (6) member institutions in Puerto Rico and 45 staff members from five (5) in the States, as work continues to fulfill the objective for Year 5 to develop "mini-workshops" on specific student support skills. Due to the pandemic, visits to member institutions were not possible. However, online trainings were conducted to support staff virtually.

To benefit new members, Dr. Montalvo added that, in 2019 (Year 1), the organization started the Student Ambassadors program, with the goal of recruiting and training 30 student ambassadors from member institutions in P.R. and, 20 from member institutions in the U.S. during Year 2. As of the end of 2021-2022, HETS maintains a total of 10 active ambassadors in P.R., the U.S. and Colombia vs. 14 in 2020-2021. Dr. Montalvo continued to explain that the organization established a goal of impacting at least 10% of the total student population in each campus through student ambassador activities. As of the end of 2021-2022, 2,974 students have been reached (33%), out of 8,889, which represents 10% of the overall student population. The Executive Director expressed her gratitude to these committed students and their institutions for their support.

The third strategic core area discussed by the Executive Director was *Online Learning and Technology Integration*. Under this core area, the plan established the objective of publishing at least six (6) articles annually (three per issue) on quality online learning. A total of eight (8) related articles were published in the HOJ vs. which was the same amount during 2020-2021.

The Executive Director continued her presentation by reporting on the accomplishments of sharing best practices related to the third core area. As she explained, the objective was to share at least three (3) best practices related to online learning annually. The HETS Best Practices Showcase included 12 online learning and technology integration projects vs. 13 presentations in 2020-2021. In addition, Dr. Montalvo informed that, as of February 3, 2022, 133 participants have been registered for the Best Practices Showcase vs. 120 participants in February 2021.

In regards to the objective of increasing the number of articles submitted for publication in the HOJ by 20% annually, Dr. Montalvo explained that, as of June 2022, a total of 18 articles were submitted for publication, compared to 22 as of June 2021. Of these totals, 13 of these articles were approved and published as of June 2022, compared to 17 as of June 2021. Regarding Google analytics views of the HOJ, at the end of the June 2022, the Journal achieved more than 5,000 views and an additional 17,987 reported from the EBSCO databases as of June 2022 vs. 4,774 in June 2021, representing an increase of 376%.

Other strategies within this core area included the development and delivery of training in online learning and technology integration. Dr. Montalvo pointed out that the objective before the pandemic was to develop a total of eight (8) training sessions, including four (4) face-to-face opportunities and four (4) online sessions, six (6) in Spanish and two (2) in English. The organization offered one online training in Spanish during the Fall semester, related to basic elements for an effective design in online learning to improve retention, which had 41 registrations from 12 institutions in Puerto Rico and Colombia. Also, indicated due to the COVID-19 pandemic, all face-to-face sessions were canceled.

Also, a series of online webinars for faculty members, developed with the support of our expert resources within our member institutions. This series resulted in 5 and 11 free of charge webinars offered in both English and Spanish, respectively in 2021-2022 vs. 40 webinars offered in 2020-2021. The webinars reached more than 5,000 participants from 30 member institutions participants, 33 non-member institutions, 11 international institutions, and 22 organizations vs. more than 8,000 participants from 27 member institutions, 28 non-member institutions, 20 international institutions, and 9 organizations in 2020-2021. Dr. Montalvo emphasized on the added value of the expert resources that were able to support HETS during the webinars.

The Executive Director was the publication of research reports on distance and online education. As she explained, four (4) research reports have been published and made available online: *"Educación virtual y a distancia en Puerto Rico"*, which had one download during this semester; *"Documento de trabajo: teoría y práctica de la educación a distancia en Puerto Rico"*, with a total of 17 downloads; *"Lo obvio y lo escondido de la educación a distancia en Puerto Rico"*, which had 14 downloads and, the most recently published article, *"El futuro de la educación a distancia en*



*Puerto Rico*", which has been downloaded 28 times. New downloads as June 2022 was 138 vs. 574 as June 2021 for a total of 2,557 downloads.

The last activity within this core strategic area discussed by Dr. Montalvo was the announcement of the launched of the HETS Learning Technologies Leadership Academy (H-LTLA), a proposed idea by Chair Dr. Carlos Morales, and leader of the Team Task on Distance Learning. This is a professional development program focused on developing the next generation of leaders to serve at HSIs to promote and facilitate the adoption of teaching and learning technologies. A first virtual edition in English was offered in August 3 to 6, 2022 to a group of 13 participants. Dr. Montalvo explained that the H-LTLA offered a Spanish session from March 29 to April 1st, 2022 with 30 participants.

Following the report, the Executive Director presented a summary of HETS investments in direct services for the academic year 2021-2022, the Consortium has invested \$153,404 in direct services: 34% in online resources and social media; 25% in student leadership and event coordination; 19% in professional development events; 12% in the HOJ; and 10% in activities related to grants and outreach efforts. She added that total expenses amounted to \$235,917 out of which 65% were related to direct services; 28% to operational activities; and 7% to administrative expenses.

Following, Dr. Montalvo reported on the organization's growth and development status and efforts. She informed that the organization added six (6) new institutional members: California State University Stanislaus, American University, Columbia Caribbean, University Antillean University, Lehman College and the Instituto Tecnológico Universitario Rumiñhui and two corporate partners: CampusCare and UPlanner. She also presented a summary of the outreach efforts, focusing on a new strategy in which the Executive Committee members actively participated contacting directly and referring HETS services and membership to colleagues. As a result of the Member Referral Initiative, 88 institutions were contacted, from which 15% (11 institutions) answered with their interest to join and learn more. The HETS Office followed up on letters from President Fernós to former members in Puerto Rico; Dr. Maritza Rondón in Colombia; as well as letters from President Carlos Vargas, President Carlos Morales, President Tomás Morales, President Havidán Rodríguez, and Dean Sunil Gupta in the U.S.

A 90% retention rate has been achieved reaching our goal. However, four (4) members were not able to renew their membership due to hardships as shared with our Office. These included: Medgar Evers College, Springfield Technical Community College, Oklahoma City University and Metropolitan Community College. She also mentioned that two (2) members are still in process of renewing its membership: *Universidad Autónoma de Guadalajara*, , and Rowan College of South Jersey. As a strategy to promote the value of the membership benefits, **a Membership Services Reports has been prepared, tailored to each institution, as recommended by President Havidán Rodríguez in a previous board meeting.**

The Executive Director also reported that, HETS has been able to maintain adequate controls over costs and expenditures due to the following strategies: in-kind promotion support from members such as the expert resources for webinars and events; promotional designs for HETS events and

SLS are done in-house; sponsorships on the raffle prizes for the SLS in exchange for the promotion of their products and services; Bb Collaborate license and hosting for our webinars and workshops; and host Institution office space and utilities as part of the in-kind agreement. The organization also conducted efforts to continue controlling costs and expenditures, as established in its Strategic Plan.

In terms of outreach, and given the new academic scenario, the Executive Committee was engaged in an initiative to keep going these efforts, since the Executive Director were limited to visit potentials new members. As a result, HETS testimonials were developed using the feedback received from webinar participants, among them, faculty, students, ambassadors, student committee, and other participants like the H-LTLA graduates. The campaign has been shared, through email, to our database and also through our social media channels.

Another effort to support the growth of the organization was the development of marketing and communication initiatives for student outreach efforts. Due to high demand of online webinars, HETS was able to reach a total of 4,255 students and faculty through webinars in Spanish and English from over 20 member institutions and over 25 non-member institutions during this the fall semester 2021.

Continuing with internal and external visibility efforts, Dr. Montalvo continue capitalizing on the potential of the HOJ as a public relations strategy for HETS and its members. As a result, a total of 13 articles were published on the fall and spring issues this academic year 2021-2022.

Dr. Montalvo shared a brief summary of the use of the web and social media during this academic year to increase the visibility of the organization, including social media presence enhanced due to the high amount of online webinars held. She indicated that a total of 182 email campaigns were sent, and twelve news articles were published at the HETS website. In addition, Dr. Montalvo indicated that HETS social accounts (Twitter, LinkedIn, Facebook, Instagram and YouTube) increase its visibility this academic year in comparison with 2020-2021. Not only increase the posts published on each media, but also the number of impressions which measure the reach of each post.

To finalize, Dr. Montalvo mentioned that internal alliances and liasons continue with ICANN (HETS is an at-large certified organization); Internet Society of Puerto Rico; Connect Marketplace; Virtual Educa; and The Summit, and also mentioned outreach efforts made to UPlanner, Campus Care and Anthology during 2021-2022.

Dr. Montalvo proceeded with her presentation by reporting revenues collected during 2021-2022, through its multiple efforts. Overall, the organization's revenues for this academic year totaled \$285,787. Most of the revenues (66%) were collected through membership dues; followed by corporate sponsorships and donations (15%); workshop registrations (12%); and revenues related to the Best Practices Showcase (7%).

To finalize with the Status Report, the Executive Director shared the initiatives in progress for Spring 2022 including: Outreach new members; attract new sponsors for events & programs; recruit more ambassadors students; offer the Spanish edition of the H-LTLA; and publish the HOJ Spring Issue; and expressed her gratitude to the Board for their support during this Fall semester. HETS Chair thanked Dr. Montalvo for her presentation and work during the 2021-2022, and open the discussion inviting board members to ask questions or make recommendations. **President Tomás Morales from California State University San Bernardino asked about next steps for outreach new institutions, and Dr. Montalvo replied that follow up strategies are in progress including coordinating virtual presentations to prospects and inviting them to participate of HETS webinars and events.**

### **10:30 - 10:45 a.m. Coffee Break**

#### **Presentation of the Learning Technologies Leadership Academy and Membership dues Proposal**

After the coffee break, Dr. Morales resumed the meeting with the next topic on the agenda: the HETS Learning Technologies Leadership Academy. Dr. Montalvo invited HETS Chair to present it since he was the creator of the idea. Dr. Morales invited Board Members to go through Tab 6 to read the report and emphasized on the idea that, to give continuity to HETS experience and reach within members, the Professional Development Program, in the form of an academy, would be a good idea for memberships. The purpose of the program is focused on developing the next generation of Hispanic leaders in online learning, distance education, instructional design, academic technology, and information technologies. The Academy aims to attract such professionals' interest whose primary role is to promote and facilitate the adoption of teaching and learning technologies and are mid-point in their careers. For four days, attendees will gain knowledge and skills in project management, strategic planning, leadership, data gathering and utilization, innovation, and policy. The H-LTLA faculty will include leaders in the higher education community from various areas, including academic technology, online learning, instructional/curriculum design, teaching and learning, project management, and professional development.

Dr. Morales shared that the first edition of the HETS Academy was scheduled for August 3 to 6, 2021 and was virtual, using the Blackboard Collaborate platform. This first edition was in English, and the attendance was 13 participants. Registration fees included the materials, continuing education certificate. The registration fees for HETS Members is \$599.00 and \$799.00 for non-members. The virtual sessions were through the Blackboard (Bb) platform, as part of the HETS Corporate Partnership with Bb. Dr. Morales emphasized that the Academy is a competitive initiative to create the pipeline to develop the new leaders on learning technologies to support the Hispanic Serving Institutions and highlighted the deadline to apply. To conclude, Dr. Morales thanked all the collaboration from HETS Members and Board Members who helped to develop this Academy, as well as faculty, evaluators of the applications, and the HETS staff creating the marketing strategies to promote it. Also, Dr. Montalvo mentioned that the document included the summary of the investment (\$14,320) and revenues (\$25,807) including group discounts (\$3,590) for its inaugural sessions in English and Spanish for a net income of \$7,897. Also, she encouraged

Board Members to help promote the Academy and take advantage of this new services, since they still have time to apply.

### **Open discussion and Board recommendations for HETS Strategic Plan 2022-2025**

Dr. Morales moved on to the Open discussion and Board recommendations for HETS Strategic Plan 2022 and invited Dr. Montalvo to share a presentation to guide the discussion. The presentation summarizes the results of the 2017-2022 strategic plan per focus areas and included the proposed focus areas for 2022 to 2025:

- Strategic Area 1: Access to Hispanic Higher Education
- Strategic Area 2: Student Support and Retention
- Strategic Area 3: Online Learning/Technology Integration
- HETS Organizational Growth and Development
  - Development and Sustainability, Internal Relations, and Marketing and Communications

Dr. Montalvo also presented some strategic activities focused on highlighting HETS expertise and contributions to the academic community for 30 consecutive years, as follows:

- Enhance platforms to increase access to online resources for students and faculty
- Increase reach and visibility with research from HETS expert resources
- Expand outreach efforts to grow corporate partnership base
- Expand services for our core audiences with new and innovative offerings

She presented the activities per semester:

#### **First Semester 2022**

- Launching of a redesigned website, featuring:
  - Technology upgrade to be compatible with new browser versions
  - Enhanced security protocols for a safer navigation and interaction with the website
  - New navigation menu
  - Ease of new navigation
  - Frequently visited highlighted
  - Multiplatform adaptability (desktop, mobile & tablet)
- Launching of HETS Online Journal new Open Access (OA) platform
  - New guidelines for article submission
  - Standardized template for articles
  - Publishing Agreement for alignment with the Creative Commons license
  - Benefits:
    - Opportunity for increase citation rate for the author (DOI)
    - Increase reach
    - Increased visibility of the HETS Online Journal
  - Objective: capitalize on the potential of the *HOJ* as a public relations strategy for HETS and its members to be positioned as expert resources in the integration of new technologies in online education

Dr. Montalvo also presented the following activities for the First & Second Semester 2022-2023:

- Enhance HETS *Social Responsibility Partnership Program*
- Enhance outreach efforts to strengthen current corporate partnerships and identify new collaborators
- Review of corporate benefits
- New partnership categories
- Current negotiations with:
  - Hispanic Heritage Foundation
  - Merck
  - NASA
  - National Hispanic Corporate Council

Finally, Dr. Montalvo presented the following activities for the Second Semester 2022-2023:

- Opportunity to create an Anniversary Edition with:
  - Offerings for students, faculty and administrators
  - Opportunity to reach to a wider audience with a hybrid modality
  - Create a track specifically by students for students
- HETS Leadership Academy for Students:
  - Create a student track focused on developing the next generation of young leaders/entrepreneurs
  - Offer a curriculum focused on leadership skills and entrepreneurship
  - Expert resources from the academia and industry leaders (i.e. government, private, and non-profit sectors)
  - Mentoring and internship opportunities

### **Open discussion and Board recommendations for HETS Strategic Plan 2022-2025**

HETS Chairman thanked Dr. Montalvo for her presentation, and open the discussion inviting Board Members to ask questions or share recommendations.

**Dr. Mary Jo Parker from University of Houston Downtown recommend to continue offering HETS events and workshops hybrid, including the Best Practices Showcases and Board meetings. Also, recommended to strenghten the relationship with HETS Corporate members to outreach new members with their support.**

**Mr. Carlos Guevara from Hostos Community College recommended to focus on mentoring among members and establish alliances with orgnizations like EDUCAUSE, among others.**

**Dr. Gladys Nieves from EDP University recommended to identify services to attend specific needs and promoted them trough virtual sessions periodically.**

### **HETS Financial Status 2021-2022 and Proposed Budget 2022-2023**

HETS Chair, Dr. Morales moved forward on the agenda and presented Eng. Gladys Nieves, HETS Treasurer, to proceed with the HETS Financial Report, who mentioned that this was a balanced budget as a non-for-profit organization. The Treasurer explained that the financial information, included in this report, corresponds to fiscal year 2022. Since the fiscal year has not yet concluded,

financial results include projection for the month of June 2022. Also, a comparative report of Budget versus Actual results is being included for further review and analysis of this period's HETS financial accomplishments, the statements present HETS Financial Position, and the Changes in Net Assets and Cash Flows, as follows:

### **Budget versus Actual Analysis**

HETS current year of operations are being presented with the approved 2021-2022 budget. Total revenues achievement was higher than anticipated resulting in an 102% achievement. This higher than anticipated achievement is mostly attributable to the Workshop Registration revenues higher than expected by \$10k. Total expenses achieved an 84% of budget, having a saving mostly in the items of Administrative Expenses and Direct Services of \$37k. Saving in those two items was due to savings in Executive Assistant salaries and fringes (\$8k) and HETS Online Journal (\$8k), HETS PDEs (\$13k) and Student Leadership (\$14k).

### **Statement of Financial Position**

HETS total assets amounted to \$134,942 and to \$92,515 as of June 30, 2022 and 2021 respectively.

Accounts receivable on June 30, 2022, consist of the following:

Membership Dues	\$22,479
Other receivables	<u>220</u>
Total	22,699
Less allowance for doubtful accounts	371
Accounts receivable, net	\$22,328

Total current liabilities amounted to \$33,683 and to \$41,124 as of June 30, 2022, and 2021, respectively, for a decrease 18%. Accounts payable corresponds to HETS' personnel salaries and fringe benefits that will be reimbursed to the Inter American University in July 2022. Accrued expenses correspond to expenses to be incurred during the month of June 2022.

Total Net Assets amounted to \$101,259 and \$51,390 as of June 30, 2022, and 2021, respectively, or an increase of 97%.

### **Statement of Activities**

HETS' revenues from its educational activities, memberships and sponsorships amounted to \$235,917 and \$222,782 for the fiscal years 2022 and 2021, respectively or an increase of 28%. The increase is mostly attributable to increase in Memberships, Event Coord. / Best Practices, and Workshop Registration.

HETS’ expenses comprised of administrative, direct services and operational expenses amounted to \$235,917 and to \$210,668 for fiscal years 2022 and 2021, respectively for an increase of 12%, mostly due to the hybrid Best Practices Showcase expenses.

Change in Net Assets for the fiscal year increased a 312% from a net income of \$12,114 as of June 30, 2021, to an estimated net income of \$49,868 as of June 30, 2022.

To conclude her report, President Nieves share that HETS financials show a stable positive outlook. It’s important to highlight those 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.

### Proposed Budget 2022-2023

With no comments or questions, Board members accepted the report and Dr. Morales moved on with the agenda and asked Dr. Montalvo to present the Proposed Budget for 2022- 2023 as follows:

HETS Proposed Budget 2022-2023		
DESCRIPTION	Proposed BUDGET 2022-2023	DETAILS
<b>Revenues</b>		
Membership Dues	\$ 191,500	This item includes a combination of the renewal of 27 current 4-year institution members at \$5,000 each, plus 13 community colleges at \$3,000 each, plus 3 international institutions at \$2,500 each, for a total of \$181,500; and 2 new members at \$3,000 each (total: \$6,000), plus the renewal of current corporate members: 2 for-profit at \$1,500, plus 2 non-for-profit at \$500 (total: \$4,000) for a membership dues total of \$191,500.
Corporate Sponsorships and Social Responsibility Program	\$ 47,560	This item includes a combination of InQmatic in-kind contribution of \$10,000, plus additional estimated Sponsorships of \$15,000 related to the Social Responsibility Program, and the office space in-kind contribution provided by the Inter American University of PR at the Metropolitan Campus of \$22,560 (\$1,880 monthly).
Best Practices Registrations / Event Coordination	\$ 22,500	This item includes registration fees for 32 spaces at \$200 each (total: \$6,400) reserved for member institutions in Puerto Rico and Latin América, plus 58 spaces at \$200 each (total: \$11,600) reserved for member institutions in the United States that will be included on the Membership Dues invoices. Additional registration fees include an estimate of 20 participants at \$225 each (\$4,500) for a total 110 participants for the Best Practices Showcase registration fees, representing an income of \$22,500.
Workshop Registration	\$ 25,780	This item includes two Online Workshop Sessions in Spanish of 25 participants each at \$100 registration fees (\$5,000), plus Online Workshops sessions in English for 64 participants at \$75.00 each (\$4,800) for a total of \$9,800. Registrations fees for 40 additional participants at \$100 each (\$4,000) are estimated, since the goal is to increase the number of workshops per year based on the needs identified. In addition, we estimate 20 participants for the HETS Academy session at \$599 per participant (\$11,980).
<b>Total Revenues</b>	<b>\$ 287,340</b>	

HETS Proposed Budget 2022-2023		
DESCRIPTION	Proposed BUDGET 2022-2023	DETAILS
<b>Expenses</b>		
<b>Direct Services</b>		
HETS Online Journal (Peer Review)	\$ 26,586	The purpose of the HETS Online Journal is to disseminate the research, findings, use and best practices in online education among those interested in this topic worldwide. To support this initiative the following resources are needed: 1) HETS Executive Director (\$6,946) and Assistant (\$10,515) support of 10% and 25% of their time, respectively; 2) InQmatic in-kind contribution of \$2,000; 3) Web Developer services support of \$1,125 (\$75 per 15 hours); 4) Estimated cost to request the articles DOI and hosting fees (\$1,000); 5) HETS Journal Content Development Consultant support of \$3,000 (\$25 per 120 hours); and 6) Travel expenses for the HETS staff needed to promote and offer this service among HETS member institutions (\$2,000).
HETS Professional Development Events (PDEs)	\$ 45,186	HETS Consortium priorities involves the development and offering of various events throughout the year that are tailored to the educational and growth needs of today’s Higher Education institutions. The following resources are needed to support the development professional events and offerings: 1) HETS Executive Director (\$6,946) and Assistant (\$10,515) support of 10% and 25% of their time respectively; 2) InQmatic in-kind contribution of \$2,000; 3) Web Developer services of \$1,500 (\$75 per 20 hours); 4) Continuing Education certificate fees up to \$2,625 (\$15 per 175); 5) HETS Academy Faculty design and delivery fees of \$11,200 per two sessions (8 HETS Academy faculty members per \$700 per each session); 6) Expert resources fees to offer two Online Training Sessions at \$1,000 each (total of \$2,000); 7) Expert resources fees to offer four face to face sessions (\$700 each for a total of \$2,800); 8) Marketing Coordinator fees to cover services (240 hours per \$15.00 for a total of \$3,600); and 9) Travel expenses for the HETS staff needed to promote and offer this service among HETS member institutions (\$2,000).
Best Practices Showcase and Student Leadership and Event Coordination	\$ 52,248	Through the Student Leadership and Best Practices Showcases, and event coordinations, HETS promote its services among the leaders of student organizations, and highlights and celebrates the outstanding work of Hispanic Serving Institutions strategically using technology to achieve Hispanic student success. The following resources support this budget area: 1) HETS Executive Director (\$13,891 = 20% of her time); 2) Executive Assistant support (\$5,257 = 12.5% of her time); 3) InQmatic in-kind contribution (\$2,000); 4) Web Developer support of \$1,500 (20 hours at \$75 per hour); 5) Student Support Services Consultant support of \$3,000 (120 hours at \$25/hr); 6) Marketing Coordinator services of \$3,600 (240 hours per \$15.00); 7) Travel expenses of the HETS staff needed to promote and offer this service among HETS member institutions and to paid for travel expenses of main speakers for the events (\$2,000); and 8) Additional \$20,000 are estimated to cover catering service, logistic details, and audio visual services needed for the Student Leadership and the Best Practices Showcase events, plus \$1,000 to cover the production of the event programs, promotional information, banners & art designs.

HETS Proposed Budget 2022-2023		
<b>Online Resources (HETS Portal and Student Ambassador Program)</b>	\$ 55,648	Through the Online Resources, HETS shares and promotes its services through its portal and the Student Ambassadors Program. Also, HETS share the online resources or services of HETS member institutions and corporate partners. This area is supported by: 1) HETS Executive Director (\$13,891) and the Executive Assistant (\$5,257) support of 20% and 12.5% of their time respectively; 2) InQmatic in-kind contribution (\$2,000); 3) Web Developer services of \$2,500 (33 hours at \$75/hr); 4) Student Support Services Consultant to promote HETS services (\$10,000 = 400 hours at \$25/hr); 5) Funds to cover student ambassadors stipends (20 students per \$250 each for a total of \$5,000); 6) Peterson's Test and Career Prep databases renewal fee annually (\$11,200); 7) Hosting services and Adobe license fee (estimated of \$1,200 per year for both fees); 8) Marketing Coordinator support of \$3,600 (240 hours per \$15); and 9) Travel expenses for the HETS staff needed to promote and offer this service among HETS member institutions (\$1,000).
<b>Grant and Sponsors Outreach</b>	\$ 13,891	In order to guarantee HETS sustainability, our budget considers the diversification of income resources. To support the Fundraising and Sponsorship areas, the following resources are needed: 1) HETS Executive Director (\$13,891 - 20% of their time). An Expert Consultant is recommended to support this effort if HETS proposed income increases by 5% equal to \$14,367.
<b>Subtotal - Direct Services</b>	\$ 193,559	
<b>DESCRIPTION</b>	<b>Proposed BUDGET 2022-2023</b>	<b>DETAILS</b>
<b>Operational Expenses</b>		
<b>Executive Director's operational and administrative duties</b>	\$ 13,891	This item includes the Executive Director's full-time position. Salary details: \$5,052 x 12 months plus benefits, and \$900 estimated Christmas bonus (\$69,456). Total salary was distributed to cover tasks related to providing direct services, outreach efforts, and fundraising. This portion (20%) covers operational and administrative duties.
<b>Executive Assistant's operational and administrative duties</b>	\$ 10,515	This item includes the Executive Assistant's full time position to support the daily task of the organization, and marketing efforts (\$42,060). Salary details: \$2,875 x 12 months plus benefits, and an additional \$600 Christmas bonus. The total salary was distributed to cover tasks related to providing direct services and supporting organizational operations. This portion (25%) supports the organization's daily operations.
<b>Subtotal - Administrative Expenses</b>	\$ 24,406	
<b>Administration Support</b>	\$ 4,500	This item includes the Administrative and Website Coordinator support to help with follow-up strategies for HETS events, account payable efforts and website update tasks. Total estimated: \$4,500 (300 hours per year at \$15/hour).
<b>Facilities and Utilities</b>	\$ 26,928	This item includes: 1) Zoom license fees used for the webinars, virtual meetings and presentations for \$768 per year (\$64 per 12 months); 2) Constant Contact email campaigns fees at \$95 per month (\$1,140); 3) Mobile service fees of the Executive Director (\$205 x 12 months = \$2,460) including 5G data and router for Wifi for up to 10 devices to use during external events and campus visits; and 4) Estimated Inter American University of Puerto Rico in-kind office space of \$22,560 (\$1,880 x 12 months).
<b>Payroll Fees</b>	\$ 300	Paypal online registration services commission fees to process online payments of memberships, HETS workshops and Best Practices Showcase Conference registration fees.
<b>Bank Fees</b>	\$ 1,480	Monthly bank service fees around \$90 per month (\$1,080 total) for the HETS bank account at Banco Popular de Puerto Rico, including online access and additional \$400 of unexpected bank expenses.
<b>Accounting Services</b>	\$ 5,400	This item includes: 1) Accountant Consulting services to manage the HETS budget task and prepare financial reports for \$3,600 per year; 2) \$800 to renew the license of the Sage software used to manage the HETS account tasks, and 3) \$1,000 to cover the preparation of the IRS documents in the United States and Puerto Rico, annually.
<b>Supplies</b>	\$ 2,000	This item includes: 1) The monthly fee for the lease of copier machine at the HETS office for a total of \$1,200 per year; and 2) An estimated amount of \$800 for office supplies and new equipment needed at the HETS office, including materials for the board meetings and HETS events.
<b>Travel</b>	\$ 5,200	This item includes the estimated travel expenses of HETS staff to attend board meetings, visit to disseminate HETS services at member institutions or present the services to prospect new members or attending special events to promote HETS services.
<b>Marketing &amp; Promotional Materials</b>	\$ 11,100	This item support the promotion of HETS services and the outreach efforts to affiliate new members and partners and includes the following resources: 1) InQmatic in-kind contribution of \$2,000; 2) Web developer services (\$2,000 - 26 hours at \$75/hr); 3) The Marketing Coordinator fees (\$3,600 - 240 hours at \$15/hr); 4) \$3,500 to cover the production of HETS annual report, banners & art design, plus promotional information and items to be distributed by the student ambassadors as part of their efforts.
<b>Liability Insurance</b>	\$ 1,500	This item includes the renewal of the Liability Insurance for HETS Board Members, based on the cost of previous years.
<b>Depreciation expense</b>	\$ 500	This item includes the depreciation of equipment acquired by HETS, including an Ipad, Iphone, Two backup drives of 2TB, and one Infocus projector.
<b>Reserve</b>	\$ 10,000	This item includes the amount approved by the Board of Directors as a reserve to cover extraordinary expenses.
<b>Miscellaneous</b>	\$ 267	This item includes the amount reserved to cover any minor incidental expense not budgeted.
<b>Bad Debt Expense</b>	\$ -	
<b>IVU Tax</b>	\$ 200	This item includes the amount reserved to cover the tax required by the Puerto Rico Government.
<b>Subtotal - Operational</b>	\$ 69,375	
<b>Total Expenses</b>	\$ 287,340	

Motion to approve the proposed budget was presented by President Dr. Tomás Morales from California State University San Bernardino and seconded by President Elsa Nuñez from Eastern Connecticut State University.



### **Nomination Committee Report and Elections**

HETS Chair continued with the agenda and introduced Dr. Tomás Morales, Chair of the Nomination Committee, to discuss their report. Dr. Morales shared the report including the following topics:

#### **Members of the Committee**

- Dr. Tomás Morales, President, California State University, San Bernardino
- Dr. Thomas Isekenegbe, President, Bronx Community College
- Dr. Mary Jo Parker, Director, Scholars Academy, University of Houston Downtown
- Dr. Yubelkys Montalvo, HETS Executive Director

#### **Summary of the process followed for 2022 Nominations:**

- February 3 and 4, 2022: HETS Board of Directors Meeting was held at the Inter American University of Puerto Rico, Metropolitan Campus.
- February 3, 2022: HETS Chair, Dr. Carlos Morales, indicated that he would appoint the Nomination Committee members after the Board Meeting to present official candidates for the election during HETS meeting to be held on June 23 and 24, 2022 at Borough of Manhattan Community College. The general procedure was explained to the Board Members.
- March 4, 2022: HETS Chair, Dr. Carlos Morales sent an email to designate President Tomás Morales from California State University at San Bernardino, as Chair of the Nomination Committee, and Thomas Isekenegbe and Mary Jo Parker as members, and all appointees accepted the designations.
- May 3, 2020: A conference call was held to discuss the protocol, procedures, and documents for the nominations, and it was agreed for the Chair of the Nomination Committee, to contact current officers to ask their availability to serve a second term in their positions. All officers were contacted and accepted a second term.
- May 24, 2022: President Manuel Fernós stepped down as President of the Inter American University, creating a vacancy in the HETS Vice Chair position.
- May 25, 2022: Dr. Yubelkys Montalvo sent Chair Tomás Morales an email notifying of President Fernós' standing. President Morales requested her to contact President Olga Rivera from ICPR Junior College, to ask her availability to serve as Vice Chair.
- June 6, 2022: Dr. Yubelkys Montalvo confirmed President Rivera's availability to serve as Vice Chair.
- June 7, 2022: Chair Tomás Morales sent an email to all Committee Members requesting their approval and unanimous approval was received for President Rivera's nomination.

Dr. Morales shared with the Board that the recommended HETS officer candidates are the following:

<b>Chair</b>	Dr. Carlos Morales, President, Tarrant County College, Connect Campus
<b>Vice Chair</b>	Olga E. Rivera, President and CEO, ICPR Junior College
<b>Treasurer</b>	Eng. Gladys Nieves, President, EDP University
<b>Secretary</b>	Dr. Carlos Vargas-Aburto, President, Southeast Missouri State University

#### **Regional Representatives**

Dr. Havidán Rodríguez, President, University of Albany, SUNY, East Region

Dr. Tomás Morales, President, California State University San Bernardino, West Region  
Dr. Maritza Rondón, Chancellor, *Universidad Cooperativa de Colombia*, International Representative

HETS Chair, thanked President Tomás Morales for its report and asked Board members to present a motion to receive the report and proceed with the HETS officers election. With no comments or questions, Board members accepted the report and elected unanimously HETS officer candidates presented. Dr. Morales moved on with the agenda to the final item on the agenda.

### **New Items, winter meeting dates and host**

HETS Chair continued with the agenda and discussed possible dates to conduct both the Best Practices Showcase and the Board Meeting. Dr. Edgardo Rosaly offered to be the host, subject to the confirmation of the President of the Universidad Ana G. Méndez, at the Carolina Campus during February 2<sup>nd</sup> and 3<sup>rd</sup>, 2023. President Gladys Nieves presented a motion to approve the meeting dates and host for the winter meeting. It was seconded by Dr. Tomás Morales.

HETS Chair reminds Board members that President Havidán Rodríguez recommended in the winter meeting 2022 to establish as a standard procedure, to alternate summer meeting between the east and the west coast.

Meeting was adjourned 1:06 p.m.

### **HETS Board Meeting, Hybrid meeting Friday, June 24, 2022**

Meeting was convened at 9:35 a.m.

### **Corporate Session: Partners' Presentations and interests to Collaborate with HETS**

Dr. Morales welcome all Corporate Partners and asked all representatives to present themselves to the Board. All of them proceeded to present their greetings to Board Members. Dr. Morales thanked all representatives and invited Dr. Montalvo to present a HETS Services and initiatives Summary Report.

Dr. Morales presented Anthology representative Mr. Andre Asti, LAC Executive Sales Director, who continued with their brief presentation on their organization, newly developed technologies and security systems on their platforms.

Moving forward, HETS Chair thanked Mr. Asti for his presentation and introduced Mr. Mario Sanchez, and Mr. Rubén Rivas, from uPlanner, whom shared a presentation with the Board focus on the tools and services.

HETS Chair thanked uPlanner representatives and presented Mr. Marcelo Rodríguez, Founder of InQmatic who shared a presentation with the Board focus on the tools and online services and trainings they provided for small business to overcome the challenges faced during the pandemic.

After thanking Mr. Rodriguez for his insightful presentation, Dr. Morales introduced Mr. John Ingham, Vice President, from Campus Care who shared a presentation with the Board focus on the tools and online services focus on health care for students.

Finally, Dr. Morales presented a special invite, Katrina Young, Technology Portfolio Manager, Technology Portfolio Manager, NASA Langley Research Center, who connected virtually to share initiatives to invite HETS members to collaborate.

**Closing remarks**

Dr. Carlos Morales appreciated everyone's availability, their commitment to student success and their engagement in the discussions. He also invited them to attend the winter meeting in Puerto Rico on February 2023.

President Carlos Morales adjourned the meeting at 11:35AM.