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As I reflect on our pathway to almost thirty years since our foundation, it becomes evident the many advancements we have seen in higher education throughout the years and how HETS has contributed in part to that transformation. HETS became even more relevant in the successful use of distance education practices and technologies as a diverse consortium with broad expertise on these topics. Even more recently, as we navigated the challenges presented by the pandemic, we received validation of the importance of distance learning and the use of innovative technologies to enhance Hispanic student success and opportunities in Higher Education.

This Annual Report, covering the academic year 2021-2022, highlights HETS' accomplishments, challenges, and opportunities to accomplish its mission and vision. HETS's main priorities continued to focus on services and opportunities to foster Hispanic student access and opportunities in higher education. Second, optimize the capacity of member institutions by increasing knowledge and understanding about strategies to enhance Hispanic student retention; finally, improve the quality of online teaching-learning processes at member institutions.

During this academic year, we provided faculty members and administrators at our member institutions with online workshops and webinars to continue enhancing their skills in managing online teaching and learning. In addition, we continued to offer students our online support services, webinars, and educational events to provide insightful tools to help them successfully manage their college or university journey.

It is also important to highlight our affiliated members' active involvement during this academic year and their commitment and loyalty, as well as the unwavering support of our corporate partners that have made possible the continuation of services to our member institutions.

I hope you enjoy browsing through the pages of this Annual Report as they evidence the hard work of our Staff and collaborators and the support of our members and partners.

I am looking forward to our 30th Anniversary! Let’s keep moving forward.

Best regards,

Carlos Morales, Ph.D.
Chairman of the Board of Directors
Greetings to all our members, partners and acquaintances:

It is a pleasure to share another year of multiple accomplishments of the HETS Consortium through this Annual Report. During this academic year 2021-2022, HETS continued promoting Hispanic access to higher education and successful completion through a variety of programs and services and expanding or developing new initiatives. Certainly, this year we reiterated the importance of the savvy use of educational technologies and online learning on this new academic scenario.

We are proud to be a pioneer organization in the use of technology in higher education! This allows us to gather enormous expertise and we are pleased to share it through our services and innovative projects. All our efforts were focused in supporting our member institutions, their students, and faculty, following the strategic plan approved by the Board of Directors.

This report summarizes those services offered to students during this academic year, including: tools and resources free of charge at the Student Placita; webinars in Spanish and English with expert resources who presented topics like leadership, entrepreneurship, job search, among others; Hybrid Student Leadership Showcases in both, Spanish and English for Puerto Rico, Latin America, and the United States, reinforcing student leadership skills and promoting HETS services and tools.

Also, this document highlights how HETS supported faculty and administrators through initiatives, like webinars in Spanish and English regarding distance learning and related topics on this new modality; a fall and spring issue of our peer reviewed HETS Online Journal sharing articles and offering insights and suggestions pertinent to our current teaching and learning environment; the Best Practices Showcase highlighting and celebrating the outstanding work of our member institutions in meaningfully and strategically using technology to achieve Hispanic student success; our Professional Development efforts including online workshops; and our newest project the HETS Learning Technologies Leadership Academy (H-LTLA), focused on developing the next generation of leaders to serve at Hispanic Serving Institutions.

We are grateful for the unwavering support and trust from our members and partners. Thanks to your commitment, we are pleased to share that both, our faculty and students’ impact has grown significantly. Thank you for continuing to believe in our mission to promote the use of technology innovation to widen opportunities for Hispanic students. We hope you enjoy the 2021-2022 HETS Annual Report and that you continue to walk alongside with us in this path towards three decades dedicated to enhancing Hispanic/Latino student success and opportunities in Higher Education.

Sincerely,

Yubelkys Montalvo, Ed.D.
Executive Director
2021-2022 HETS BOARD OF DIRECTORS

EXECUTIVE COMMITTEE

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HETS Chairman
President
Tarrant County College - Connect Campus, Texas

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& Chief Executive Officer
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Louisiana Community and
Technical College System,
Louisiana
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Chancellor
Universidad Autónoma
de Guadalajara
México

INTERNATIONAL MEMBERS
HETS MEMBERSHIP PROFILE
2021-2022

TOTAL ENROLLMENT AMONG HETS MEMBERS

- United States: 621,328
- Puerto Rico: 138,526
- International: 71,490
Total: 831,344

HISPANIC ENROLLMENT

- Non-Hispanic: 341,928
- Hispanic: 489,417
Total: 831,344

TOTAL FACULTY AT MEMBER INSTITUTIONS

- United States: 33,952
- Puerto Rico: 10,807
- International: 6,073
Total: 50,832

STUDENT ENROLLMENT AMONG HETS MEMBER INSTITUTIONS BY STATE

- United States: 285,731
- Puerto Rico: 132,196
- International: 71,490
Total: 489,417

DISTRIBUTION OF HISPANIC ENROLLMENT (59%)

- United States: 285,731
- Puerto Rico: 132,196
- International: 71,490
Total: 489,417

FULL-TIME AND PART-TIME FACULTY AMONG HETS MEMBERS

- United States: 33,952
- Puerto Rico: 10,807
- International: 6,073
Total: 50,832

- Full-time: 24,753
- Part-time: 15,079
Total: 50,832
HETS MEMBER INSTITUTIONS AND PARTNERS 2021-2022

PUERTO RICO (16)
Albizu University
American University
Antillean University
Atenas College
Caribbean University
Columbia Central University
Colegio Universitario de San Juan
EDP University
Humacao Community College
ICPR Junior College
Inter American University of Puerto Rico
NUC University
Ponce Health Sciences University
Universidad Ana G. Méndez
Universidad Central del Caribe
Universidad de Puerto Rico

UNITED STATES OF AMERICA (27)
CALIFORNIA (7)
California State University, Bakersfield
California State University, Long Beach
California State University, Sacramento
California State University, San Bernardino
California State University, San Marcos
California State University, Stanislaus
Los Angeles Community College District

CONNECTICUT (2)
Eastern Connecticut State University
Western Connecticut State University

FLORIDA
Albizu University
Ana G. Méndez University

LOUISIANA (1)
Louisiana Community & Technical College System

NEW YORK (10)
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
LaGuardia Community College, CUNY
Lehman College, CUNY
Queensborough Community College, CUNY
Stella and Charles Guttman Community College, CUNY
University at Albany, SUNY

NEW JERSEY (2)
New Jersey City University
Rowan College of South Jersey

MARYLAND
Ana G. Méndez University

MISSOURI (1)
Southeast Missouri State University

TEXAS (4)
Ana G. Méndez University
Houston Community College
Tarrant County College - Connect Campus
University of Houston Downtown
University of Texas, Rio Grande Valley

WASHINGTON, DC
Ana G. Méndez University

VIRTUAL
NUC University
Universidad Ana G. Méndez

INTERNATIONAL (3)
Instituto Tecnológico Universitario Rumiñahui, Ecuador
Universidad Autónoma de Guadalajara, México
Universidad Cooperativa de Colombia

MAJOR CORPORATE PARTNERS (2)
Blackboard
InQmatic (former known as Grupo Parada)

CORPORATE MEMBERS (7)
Anthology
CampusCare
COBIMET
Educational Testing Services (ETS)
Interstaff Inc.
Puerto Rico Top Level Domain
uPlanner
HETS 2017-2022 VISION, MISSION AND 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 2022, HETS is centering its work on three major strategic areas: first, Hispanic access to higher education; second, student retention and successful completion; and third, online learning and technology integration.

1. ACCESS
Increasing Hispanic access to higher education and achievement of a higher education degree.

Aumentar el acceso de la comunidad hispana a la educación superior y al logro de un grado académico universitario.

2. RETENTION AND SUCCESSFUL COMPLETION
Promoting the strategic use of technology to support, drive, and optimize retention and successful completion of Hispanic students at member institutions.

Promover el uso estratégico de la tecnología para apoyar, promover y optimizar la retención y el logro de las metas académicas de los estudiantes hispanos en las instituciones miembros.

3. ONLINE LEARNING/ TECHNOLOGY INTEGRATION
Promoting and encouraging 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.

Promover y fomentar la integración efectiva del aprendizaje en línea y la innovación tecnológica, con el propósito de apoyar el acceso, la retención, y el logro de las metas académicas de los estudiantes, enfatizando en la calidad de la enseñanza, del aprendizaje y la evaluación.
The academic year 2021-2022 marked the fifth year of the implementation of HETS Strategic Plan. As we all continued to navigate the COVID-19 pandemic, the organization capitalized on its expertise in the use of technology in higher education to continue providing, member institutions and the general audience, services and educational opportunities. This period was characterized by a new way of doing things. Hybrid modality became the new model for teaching and learning, as well as for interactions with HETS audiences.

HETS focused on continuing to offer services and opportunities to, first, foster Hispanic student access and opportunities in higher education; second, optimize the capacity of member institutions by increasing knowledge and understanding about strategies to enhance Hispanic student retention; and finally, enhance the quality of online teaching-learning processes at member institutions.

Initiatives supporting faculty and administrators during this period included:

- The publication of the HETS Online Journal
- HETS first Best Practices Showcase in a hybrid modality
- Professional Development opportunities offering online workshops and webinars
- HETS Learning Technologies Leadership Academy (H-LTLA)
- Distance learning publications and reports

Initiatives supporting students during the 2021-2022 academic year included:

- The Student Leadership Showcase and Tour
- Offering student support trainings
- The Student Ambassadors Program
- The Student Passport Program
- Strengthening HETS online offering of resources through the Virtual Plaza
- Webinars in English and Spanish

El año académico 2021-2022 marcó el quinto año del Plan Estratégico de HETS. Mientras continuamos navegando la pandemia de COVID-19, la organización capitalizó en su experiencia en el uso de la tecnología en la educación superior para continuar proveyendo servicios y oportunidades educativas a sus instituciones miembros y el público en general. Este período se caracterizó por un nuevo modelo de hacer las cosas. La modalidad híbrida se convirtió en el nuevo modelo para enseñar y aprender, e igualmente, para las interacciones de HETS con sus audiencias. HETS se enfocó en continuar aportando en las tres áreas medulares de su Plan Estratégico, desarrollando e implementando iniciativas para atender las necesidades de los miembros de la facultad, administradores, y estudiantes.
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 student 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. To accomplish this, HETS focused 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. Disseminating best practices and successful models on the use of technology to help Hispanics overcome existing barriers to higher education.
3. Coordinating and participating on Academic Fairs in coordination with member institutions and other partners.
4. Conducting an annual Student Leadership Showcase to promote multiple services to help Hispanic students get access to undergraduate and graduate programs.
5. Sharing resources to guide Hispanic students through career exploration, potential post-secondary institutions, admission process, standardized tests, financial aid, and degree programs.
6. Establishing a collaborative initiative among Admissions Staff from member institutions to facilitate students transferring process to other institutions.

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 dicho 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 varios 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, proceso de admisión, ayudas financieras y programas académicos, así como obtener apoyo con exámenes estandarizados.

The HETS Online Journal is a collaborative initiative to disseminate research on the factors that limit Hispanics student access to higher education and successful strategies using technology to help overcome existing barriers to higher education. For the period of 2021-2022, six (6) and seven (7) articles were published for the fall of 2021 and the spring 2022 issues, respectively. Some of the topics discussed in these editions were: impact of mobile technology in the teaching process; the use of virtual classroom tools for the teacher research process; student retention; among others.

El HETS Online Journal es una de las iniciativas colaborativas que 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. Para el período de 2021-2022, se publicaron seis (6) y siete (7) artículos para la edición de otoño de 2021 y la edición de primavera de 2022, respectivamente. Algunos de los temas discutidos en estas ediciones fueron: impacto de la tecnología móvil en el proceso de enseñanza; el uso de herramientas de salones virtuales para el proceso de investigación de los maestros; retención de estudiantes; entre otros.
HETS BEST PRACTICES SHOWCASE

Through the Best Practices Showcase (BPS), HETS has been able to share research and best practices related to Hispanics student access to higher education and successful strategies and models using technology to help overcome existing barriers to higher education. For the period of 2021-2022, HETS conducted for the first time in February of 2022, the BPS in a hybrid modality, reaching a wider audience in Puerto Rico, the United States, Latin America, and Europe. During the event, a total of four (4) presentations were showcased on best practices related to the access track.

STUDENT LEADERSHIP SHOWCASE & TOUR

Annually, HETS conducts the Student Leadership Showcase (SLS) to promote multiple services to widen Hispanic students’ opportunities. In 2021-2022, two virtual versions of the SLS were organized, one in Spanish for Puerto Rico and Latin America, and an English version for students in the United States, including Puerto Rico. As of June 2022, HETS has supported 1,942 students through these events, an increase of 4.5% in comparison to June 2021.

A través del Best Practices Showcase (BPS), HETS ha compartido 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. Durante febrero 2022, HETS realizó por primera vez el BPS en un formato híbrido, permitiendo alcanzar una audiencia mayor en Puerto Rico, Estados Unidos, Latinoamérica, y Europa. A través de este evento, se presentó un total de cuatro (4) ponencias sobre mejores prácticas relacionadas al tema de acceso.

Anualmente, HETS celebra su Student Leadership Showcase (SLS) para promover los múltiples servicios que provee para ampliar las oportunidades de los estudiantes hispanos. En el periodo de 2021-2022, se organizaron dos eventos virtuales del SLS, uno en español para Puerto Rico y América Latina, y otro en inglés para estudiantes en los Estados Unidos, incluyendo a Puerto Rico. A junio de 2022, HETS ha impactado a 1,942 estudiantes, lo que representa un aumento del 4.5% en comparación con los resultados de junio 2021.
ANNUAL REPORT

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 their college journey. HETS provides access to numerous online resources, including career exploration, information about potential post-secondary institutions and degree programs, resources on admissions process, standardized tests, and financial aid. Students from HETS member institutions, both undergraduate and graduate, can access these resources through the Peterson’s Test and Career Prep databases, both accessible through the Student Placita in the Virtual Plaza.

During this academic year, the objective was to increase the number of unique visits to the Virtual Plaza by 25%. Another objective was to achieve at least 5,000 unique visits to the access-related sections of the Student Placita. Although during the academic year of 2021-2022, the total page views to the Virtual Plaza were 17,475, representing a decrease of 49%, the Student Placita surpassed the 5,000 unique visits with a total of 14,419 unique visits, compared to 14,338 for the year 2020-2021.

STUDENT PASSPORT

Approximately five years ago, HETS established the Student Passport initiative to facilitate the process for students to transfer to another institution in the states. A total of 47 admissions staff members were contacted, including 24 out of 29 members in the United States (83%). To facilitate access to information, HETS made accessible the institutional profiles of its members to the Student Passport section at its main web portal along with key information about the admissions process and contacts. By the end of the 2020-2021 academic year, 33 out of 42 HETS member institutions (79%) approved their profiles, and these went live on the portal.
2021-2022 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. Another key objective is supporting member institutions’ retention efforts through the provision of student support services. To accomplish this, HETS focused on the following strategies:

1. Disseminating research on key support, motivation, and retention strategies for Hispanic students.
2. Sharing best practices and successful models on the use of technology to improve Hispanic student retention levels.
3. Promoting and supporting the implementation of student support services at member institutions that take advantage of technology resources to improve retention.
4. Providing students with access to online student support services and resources.
5. Connecting 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 optimizar la capacidad de las instituciones miembros para utilizar la tecnología como medio para mejorar sus iniciativas de retención. Otro objetivo clave es el fomentar los esfuerzos de retención de las instituciones a través de los servicios de apoyo al estudiante que HETS ofrece. Para cumplir con estos objetivos, el Consorcio implementó 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, promovió la implementación de servicios de apoyo al estudiante que utilizan recursos tecnológicos para aumentar la retención y ofreció a los estudiantes acceso a una serie de servicios y recursos de apoyo en línea. Otras estrategias claves incluyeron el establecimiento de redes con estudiantes de sus instituciones miembros, en colaboración con líderes de organizaciones estudiantiles.

HETS encourages the publication of research articles related to student support and retention in the HETS Online Journal (HOJ) as part of its efforts to disseminate key research supporting the development of this area. At the end of the academic year 2021-2022, a total of seven (7) articles focused on retention, were published on the HOJ from four participating member institutions. As of the fall semester, a total of three (3) articles were published on the HOJ, and four (4) more in the spring issue.

HETS promueve la publicación de artículos de investigación relacionados con el apoyo y la retención de estudiantes en el HETS Online Journal. En el 2021-2022, se publicaron siete (7) artículos sobre apoyo y retención de estudiantes, tres (3) en la edición de otoño de 2021 y cuatro (4) más en la edición de primavera de 2022.
HETS BEST PRACTICES SHOWCASE

The HETS Best Practices Showcase allows HETS to share initiatives on the use of technology to improve Hispanic student retention levels. During the hybrid edition of the Best Practices Showcase, a total of six (6) proposals were approved to be presented under the Retention track.

El HETS Best Practice Showcase permite compartir iniciativas sobre el uso de la tecnología para mejorar los niveles de retención entre los estudiantes hispanos. Durante la edición híbrida del evento en febrero de 2022, se presentaron seis (6) mejores prácticas relacionadas al apoyo estudiantil y retención.

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 usage. During the academic year 2021-2022, a total of 6,277 students accessed the Peterson’s Test Prep database services (fall 2021: 3,378 | spring 2022: 2,899), and 1,091 students accessed the Career Prep services during the same period (fall 2021: 596 | spring 2022: 495).

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 periodo estratégico actual, HETS ha logrado expandir y optimizar las herramientas existentes, así como promover activamente estos servicios para aumentar su uso. Durante el año académico 2021-2022, un total de 6,277 estudiantes accedieron a los servicios de las bases de datos Peterson’s Test Prep (otoño 2021: 3,378 | primavera 2022: 2,899), y 1,091 estudiantes accedieron los servicios disponibles en el Career Prep durante el mismo periodo (otoño 2021: 596 | primavera 2022: 495).

STUDENT SUPPORT TRAINING

HETS conducts a series of Student Support Services workshops to promote the use of services. Through these workshops, the organization trains Student Support Staff at member institutions on services provided by HETS, preparing them to promote them and guide students on the use of the available tools. During the 2021-2022 academic year, student support staff were trained throughout six (6) institutions in Puerto Rico and five (5) in the United States.

HETS realiza una serie de talleres para promover el uso de servicios de apoyo al estudiante. A través de estos talleres, la organización capacita al personal de apoyo estudiantil de sus instituciones miembros sobre los servicios disponibles. Durante el año académico 2021-2022, personal de apoyo estudiantil fue adiestrado en seis (6) instituciones miembros en Puerto Rico y cinco (5) en los Estados Unidos.
STUDENT AMBASSADORS PROGRAM AND WEBINARS

HETS aims at 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 the end of the academic year 2021-2022, HETS maintains 10 active ambassadors in Puerto Rico, one 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 these student ambassadors, HETS seeks to reach 10% of the total student population in each of the participating institutions. As of the end of this academic year, 5,970 students have been reached (71%) out of 8,434, representing 10% of the overall student population in participating campuses in Puerto Rico.

Likewise, throughout the academic year, HETS offers a series of online workshops (webinars) to support the development of key skills for students, including conflict management, time management, leadership, among others. In the 2021-2022 period, a total of 15 webinars were offered through which more than 7,000 students were impacted.

HETS también llega a los estudiantes a través del Programa de Embajadores Estudiantiles, en el que líderes estudiantiles capacitados por HETS, ofrecen orientación a otros estudiantes de sus instituciones sobre los servicios de apoyo que ofrece la organización. A junio de 2022, HETS cuenta con 10 embajadores activos en Puerto Rico, uno en Estados Unidos y uno en Colombia. Con el apoyo de los embajadores estudiantiles, HETS procuró llegar al menos al 10% de la población total estudiantil de los recintos que participan en el Programa de Embajadores, a junio de 2022. Al cierre de este año académico, se orientaron 5,970 alumnos (71%) de un total de 8,434, lo que supone el 10% de la población estudiantil total en los recintos participantes en Puerto Rico.

Igualmente, a través del año académico, HETS ofrece una serie de talleres en línea (webinars) para apoyar el desarrollo de ciertas destrezas claves para los estudiantes, entre estas, manejo de conflictos, manejo del tiempo, liderazgo, entre otros. En el período de 2021-2022, se ofrecieron un total de 15 webinars a través de los cuales se impactaron a más de 7,000 estudiantes.
The goal of this strategic core area is to promote 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 focused 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 HETS website, the Faculty Placita at the Virtual Plaza, and social media networks.
4. Provide ongoing faculty development opportunities through online workshops, webinars, and special educational events, including the HETS Learning Technologies Leadership Academy (H-LTLA).
5. Participate in initiatives to support and disseminate research on online learning.

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 2021-2022, a total of four (4) articles from four (4) member institutions were published. Also, a total of 18 articles were submitted for publication. Of these, 13 were approved and published as of June 2022. Regarding Google analytics views of the HOJ, at the end of the academic year, the Journal achieved close to 7,650 views and almost 18,000 views reported by the EBSCO databases as of March 2022 (an increase of 376% compared to the previous year).
HETS BEST PRACTICES SHOWCASE

The academic year 2021-2022, marked an important milestone for the HETS Best Practices Showcase event. For the first time, and during the second semester, the event was conducted in a hybrid modality expanding its reach to a wider audience. During the spring semester of 2022, the event showcased 12 presentations from nine member institutions under the Online Learning track, with an attendance of more than 150 in-person and virtual attendees. In addition, HETS published its own proceedings to showcase and keep record of the insightful research and work of the speakers.

PROFESSIONAL DEVELOPMENT: ONLINE WORKSHOPS AND WEBINARS

During 2021-2022, HETS continued to provide faculty development opportunities through online workshops, webinars, and special educational events. 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 two self-paced workshops: General Education Outcomes Assessment and Learning Styles for Online Courses. In addition, 41 faculty members were certified after completing the online workshop in Spanish, Retención en línea: Elementos básicos para un diseño instruccional efectivo.

HETS LEARNING TECHNOLOGIES LEADERSHIP ACADEMY (H-LTLA)

During this academic year, HETS announced its inaugural edition of the Learning Technologies Leadership Academy (H-LTLA), a professional development program focused on developing the next generation of leaders to serve at Hispanic Serving Institutions (HSIs) to promote and facilitate the adoption of teaching and learning technologies. Attendees gained knowledge and skills through synchronous presentations coordinated by leaders in the higher education community. The curriculum is composed of eight different topics, offered in English and/or Spanish, designed to prepare higher education leaders to support their institutions and transform their organizations to be more resilient, flexible, and relevant as they face an array of increasingly difficult challenges. Besides attending the synchronous presentations, participants identified a project to develop and implement at their campuses or organizations with the support of a mentor. During the fall semester of 2021, the H-LTLA was offered in English to 13 participants. In addition, 30 participants completed the HETS Academy during the edition offered in Spanish in the spring of 2022.

El año académico 2021-2022 marcó un momento importante para el HETS Best Practices Showcase. Por primera vez, el evento se realizó en modalidad híbrida, permitiendo ampliar el alcance a una mayor audiencia. Durante febrero 2022, el evento contó con 12 proyectos relacionados al tema de aprendizaje en línea, provenientes de nueve instituciones miembros, y una asistencia de más de 150 participantes presenciales y virtuales. También, HETS publicó la primera edición de actas (proceedings) para destacar y documentar el trabajo de los presentadores.

Durante este año académico, HETS anunció la edición inaugural de la Academia de Liderazgo de Tecnologías de Aprendizaje (H-LTLA), un programa de desarrollo profesional centrado en desarrollar la próxima generación de líderes en instituciones que sirven a Hispanos para promover y facilitar la adopción de tecnologías de enseñanza y aprendizaje. A través de la Academia, los asistentes obtienen conocimientos y habilidades con presentaciones sincrónicas coordinadas por líderes de la comunidad de educación superior. El plan de estudios es ofrecido en inglés y/o español con ocho temas diseñados para preparar líderes de educación superior para apoyar a sus instituciones y transformarlas para que sean más resilientes, flexibles y relevantes. Durante el semestre de otoño 2021, la H-LTLA se ofreció en inglés a 13 participantes. Además, 30 participantes completaron la Academia de HETS durante la edición ofrecida en español en la primavera de 2022.
PUBLICATIONS

HETS provides member institutions with access to multiple publications on distance education in Puerto Rico, developed and published in collaboration with the University of Puerto Rico, Rio Piedras Campus, 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*, was downloaded two (2) times; while *Documento de trabajo: teoría y práctica de la educación a distancia en Puerto Rico*, was downloaded a total of 39 times; *Lo obvio y lo escondido de la educación a distancia en Puerto Rico*, was downloaded 37 times; and the most recently published, *El futuro de la educación a distancia en Puerto Rico*, was downloaded 60 times. The total of downloads as of June 2022 was 138 for a total of 2,557 since its first publication.

DISTANCE LEARNING WEBINARS

During the academic year 2021-2022, HETS continued to offer a series of online webinars for faculty members, developed with the support of expert resources within our member institutions. These series resulted in three (3) and 10 free of charge webinars offered in both English and Spanish, respectively. Webinars reached more than 5,200 participants from 30 member institutions, 33 non-member institutions, 11 international institutions, and 22 organizations.
PROMOTING HETS GROWTH AND DEVELOPMENT

The core strategic areas and the work and progress of the organization during the 2017-2022 period was supported by a series of essential marketing, communications, and development strategies. These strategies are expected to, first, help increase the visibility of the organization; help maintain effective relations with members; and increase the interest of corporate partners, as well as sponsors. Also, it is 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.

MEMBERSHIP GROWTH

In 2021-2022, HETS achieved 90% membership retention rate, since four (4) members were not able to renew their memberships due to financial hardships. However, the organization was able to add six (6) new institutional members: American University, Antillean University, California State University Stanislaus, Columbia Central University, Lehman College, and the Instituto Tecnológico Universitario Rumiñahui of Ecuador. As part of the membership growth initiatives, the Executive Committee agreed to establish a Member Referral, in which members actively refer potential new members. As a result of this initiative, a total of 88 institutions were contacted, from which 9% (8 institutions) became member institutions.

En el periodo de 2021-2022, HETS logró un 90% de retención de membresía, ya que cuatro (4) miembros no pudieron renovar su membresía debido a problemas económicos. Sin embargo, como parte de las iniciativas de crecimiento, se agregaron seis (6) nuevos miembros institucionales y los esfuerzos de divulgación se centraron en una nueva estrategia en la que los miembros del Comité Ejecutivo participaron activamente refiriendo potenciales nuevos miembros. Como resultado de esta iniciativa, se contactaron a 88 instituciones, de las cuales el 9% (8 instituciones) se convirtieron en miembros de HETS.

FUNDING

HETS has continued implementing a series of initiatives to diversify and increase its funding sources. These include, the number of corporate partners through the implementation of the HETS Corporate Social Responsibility Program. The Consortium has also focused in attracting sponsors to help support events and the Student Ambassadors Program. Overall, the organization’s revenues for this academic year 2021-2022 totaled $285,787. Most of the revenues (66%) were collected through membership dues; followed by corporate sponsorships and donations (15%); revenues related to the workshop registrations (12%); and the Best Practices Showcase (7%).
Another key priority for HETS throughout the years has been to increase its visibility and expand its networks, both internally and externally. In 2021-2022, the organization capitalized on the great reception of the HETS Learning Technologies Leadership Academy (H-TLA) to showcase some of its graduates’ learning experiences and attract potential candidates. Margaret R. Díaz Muñoz from EDP University; Janette Flores and Mauricio Cadavid, both from California State University, San Bernardino; Graciela Tesan, from the Inter American University of Puerto Rico, San Germán Campus; and José A. Medina-Talavera, from the Universidad Internacional Iberoamericana (UNINI) shared their respective experiences and take-aways from the Academy and how the acquired skills have helped them and their institutions to succeed.

Additional efforts to support the growth of the organization were the high demand of HETS webinars, reaching more than 5,200 participants from 30 member institutions, 33 non-member institutions, 11 international institutions, and 22 organizations. Also, HETS continued strengthening its partnership with organizations such as Connect, ICANN, Internet Society, Virtual Educa, and The SUMM: Student Experience Summit to offer value-added benefits for its members, and signed agreements with new corporate partners Anthology, CampusCare, and uPlanner.

Also, HETS implemented a very aggressive e-marketing strategy supporting the high number of online webinars been offered. A total of 182 email campaigns were sent targeting a varied audience: students, faculty, administrators, deans of academic affairs, and deans of student affairs. In addition, 12 news were published within HETS website. In terms of social media presence, during this academic year HETS posted on Twitter, 91 tweets achieving 15,170 views and on Facebook, the organization posts generated more than 32,000 impressions. HETS also reached its followers on LinkedIn with 15,615 impressions or views. HETS YouTube channel reached almost 4,000 views. Lastly, on its Instagram account, a channel intended to enhance students’ engagement, HETS’ profile ended with 9,040 impressions.

“Otra prioridad clave para HETS a lo largo de los años ha sido aumentar su visibilidad y expandir sus redes, tanto interna como externamente. En 2021-2022, HETS capitalizó en la gran acogida de su Learning Technologies Leadership Academy (H-TLA) para destacar las experiencias y perspectivas de algunos de sus egresados y atraer potenciales candidatos. Otros esfuerzos adicionales para apoyar el crecimiento de la organización fueron la alta demanda de webinars los cuales impactaron a más de 5,200 participantes de 30 instituciones miembros; 33 instituciones no miembros, 11 instituciones internacionales, y 22 organizaciones. Además, HETS continuó fortaleciendo su alianza con organizaciones como Connect, ICANN, Internet Society, Virtual Educa, y The SUMM: Student Experience. Igualmente estableció nuevos acuerdos con aliados corporativos Anthology, CampusCare y uPlanner.

Además, HETS implementó una estrategia de mercadeo digital agresiva en apoyo a la gran cantidad de webinars realizados. Un total de 182 campañas de correo electrónico fueron dirigidas a la variada audiencia de HETS: estudiantes, facultad, administradores, decanos de asuntos académicos y estudiantiles. Asimismo, se publicaron 12 noticias en el sitio web de HETS. En términos de la presencia en redes sociales, HETS publicó en Twitter, 91 tuits y alcanzó las 15,170 visualizaciones y en Facebook, las publicaciones de la organización alcanzaron más de 32,000 impresiones. HETS también alcanzó sus seguidores en LinkedIn logrando 15,615 impresiones o vistas. En su canal de YouTube, HETS alcanzó cerca de 4,000 visitas y en Instagram, canal utilizado para fortalecer el vínculo con los estudiantes, obtuvo 9,040 impresiones.
HETS warmly welcomes its new institutional members for 2021-2022.

**Antillean University**'s mission is to carry out, in a Christian environment, curriculum, teaching and learning, research, administration, faculty, and non-teaching staff. To achieve this, it offers to expand the knowledge of God as Creator, sustainer of all things and restorer of humanity, share the Adventist legacy and promote their lifestyle with its ethical, social and cultural implications, stimulate appreciation for the human being, without distinction, as God’s creation. The Institution helps students to increase understanding of the basic principles and concepts of science (natural and social), the arts, and the humanities and deepens the knowledge and mastery of the skills of the area of their specialization as critical thinkers. With one campus located in Mayaguez, Puerto Rico, the institution is a member of the Association of Private Colleges and Universities of Puerto Rico (ACUP) and of the American Association of Colleges. It is also accredited by the Adventist Accreditation Association, by the Middle States Association of Colleges and Secondary Schools and has several professional programs that have obtained their accreditation from other regulatory agencies.

**Lehman College**, a founding member of the HETS Consortium, is the City University of New York’s only four-year college in the Bronx, serving the borough and surrounding region as an intellectual, economic, and cultural center. Named in 2021 one of the top 20 public colleges in the Northeast, Lehman provides undergraduate and graduate studies in the liberal arts and sciences and professional education within a dynamic research environment. With a diverse student body of more than 14,000 students and more than 81,000 alumni, Lehman offers more than 90 undergraduate and graduate programs. Ranked as having the fourth highest mobility rate in the nation by the National Bureau of Economic Research and the Equality of Opportunity Project, Lehman is a catalyst for economic and social mobility for its students, almost half of whom are first generation college students.

**The Rumiñahui University Technological Institute** is HETS’ first member institution in Ecuador and is also part of the National System of higher education of Ecuador. The higher education Council (CES) recognizes the Institute as one of the higher education institutions (IES) of private law with a social purpose. The Institute’s mission is to train professional, creative technologists with values, promote entrepreneurship, innovation and creativity which will contribute to tackle the needs of the social, business, and industrial sectors. It has also developed a varied academic offer, with programs in business administration, data systems and management, software development, multimedia production, tourism, networks, and computer security, among others.

**Columbia Central University (CCU)** is a private and secular educational institution founded in 1966, committed to the integral development of the human being based on creativity, research and the liberation of thought in an environment of academic excellence and quality of services. CCU pursues the transformation of individuals, developing values, leadership and competencies, through programs and study modalities that respond to the professional needs of the communities it serves. It currently serves the municipalities of Caguas, North Caguas, Carolina, Bayamón, and Yauco. The Institution offers programs in the areas of administration, commerce, health sciences, technology and applied arts, and offers the advantage of an accelerated progression of studies thanks to a continuous academic calendar and taking advantage of integrated work experience.
To strengthen our vision to efficiently and effectively enhance Hispanic student success and opportunities in higher education, we also welcomed the following new corporate partners.

**CampusCare**
The Organization provides virtual health solutions for student health and retention, and unique telehealth program that meets the medical and mental health needs of students, while supporting their educational journey.

**UPlanner**
The Organization offers integrated technology solution services to maximize the effectiveness of higher education institutions by enhancing their existing systems connecting their academic and ERP processes with the institutional goals. It provides solutions for academic management, integrated student services, helping to forecast demand and identifying areas for further opportunities.
HETS FINANCIAL STATEMENTS 2021-2022

STATEMENT OF ACTIVITIES 2021-2022

REVENUES

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>ACTUAL</th>
<th>BUDGET</th>
<th>YEAR TO DATE</th>
<th>% CHANGE</th>
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<tbody>
<tr>
<td>Membership Dues</td>
<td>$188,100</td>
<td>$190,000</td>
<td>(1,900)</td>
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<tr>
<td>Corporate Sponsorships &amp; Donations</td>
<td>$44,010</td>
<td>$43,010</td>
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<td>Event Coordination Best Practices</td>
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<tr>
<td>Other Income</td>
<td>$34</td>
<td>$0</td>
<td>34</td>
<td>0.00</td>
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TOTAL REVENUES                      | $285,787     | $279,990| $5,797       | 102.07   |

EXPENSES

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<tr>
<th>DESCRIPTION</th>
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<tbody>
<tr>
<td>Administrative Expenses</td>
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<td>$24,406</td>
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<td>Direct Services</td>
<td>$153,404</td>
<td>$183,084</td>
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<td>Operational Expenses</td>
<td>$65,643</td>
<td>$72,500</td>
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TOTAL EXPENSES                      | $235,917     | $279,990| ($44,073)    | 84.78%   |

CHANGE IN NET ASSETS                | $49,870      | $0      | $49,870      | 0.00     |

ASSETS

CURRENT ASSETS

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<td>Banco Popular Checking Account</td>
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<tr>
<td>Accounts Receivable</td>
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<td>Prepaid Expenses</td>
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TOTAL CURRENT ASSETS          | $134,146.91 |         |              |          |

PROPERTY AND EQUIPMENT

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<td>Equipment</td>
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<td>Accumulated Depreciation</td>
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TOTAL PROPERTY AND EQUIPMENT   | $794.91     |         |              |          |

TOTAL ASSETS                  | $134,941.82 |         |              |          |

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES

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<tr>
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<tr>
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<tr>
<td>Deferred Revenues</td>
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TOTAL CURRENT LIABILITIES    | $33,683.18  |         |              |          |

NET ASSETS

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<td>Total Net Assets</td>
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<td>Net Income</td>
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</table>

TOTAL NET ASSETS         | $101,258.64 |         |              |          |

TOTAL LIABILITIES & NET ASSETS | $134,941.82 |         |              |          |
CREDITS & GENERAL INFORMATION

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