



**Board of Directors Meeting
Minutes Winter Meeting
February 2nd & 3rd, 2023
Hybrid: In person & Zoom Online
Meeting at Ana G. Méndez
University, Carolina Campus, PR**

Quick Reference Guide

Agenda

Welcome, Greeting, and Introduction of HETS Board Members
Review of the Agenda and Approval of Minutes from the June 2023 Meeting
Presentation of New Members
Executive Director's Status Report based on HETS Strategic Plan 2022-2025
Open discussion and Board recommendations for HETS Strategic Plan 2022-2025
HETS 2022-2023 First Semester, Financial Status Report
Collaboration Opportunities Session
Institutional Announcements, new items, and next meeting dates & host selection

Session with corporate partners:

Welcome, Greetings to HETS Board Members & Corporate Partners
HETS Services & Initiatives Summary Report
Partner's Presentations & interests to collaborate with HETS
Final discussion & closing remarks

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

List of Attendees

HETS Board Members & Representatives

Executive Committee

Executive Committee:

1. Dr. Carlos Morales, President, Tarrant County College – TCC Connect Campus
HETS Chair
2. Dr. Olga E. Rivera, President & CEO, ICPR Junior College
HETS Vice Chair
3. Eng. Gladys Nieves, President, EDP University
HETS Treasurer
4. Dr. Carlos Vargas-Aburto, President, Southeast Missouri State University
HETS Secretary
5. Dr. Tomás Morales, President, California State University San Bernardino
HETS Regional Representative – West
6. Dr. Maritza Rondón, Chancellor, *Universidad Cooperativa de Colombia*
HETS Regional Representative – International

Board Members attending in-person:

7. Dr. Anthony Munroe, President, Borough of Manhattan Community College, CUNY
8. Dr. Kenneth Adams, President, LaGuardia Community College, CUNY
9. Dr. Rafael Ramírez, Interim President, Inter American University of Puerto Rico
10. Ms. Deborah Drahus, Esq., Interim Chancellor, *Colegio Universitario de San Juan*
11. Dr. Edgardo Rosaly, Associate Vice President, Ana G. Méndez University
12. Dr. Mary Jo Parker, Executive Director, UHD Scholars Academy, University of Houston Downtown (Designated Representative)
13. Ms. Christina Irizarry, Assistant Director, Opportunity Programs, Eastern Connecticut State University
14. Dr. Thomas Spencer, Associate Vice President for Research Operations, The University of Texas Rio Grande Valley (Designated Representative)
15. Prof. Lillian Matos Freytes, Vice president of Planning and Development, Caribbean University (Designated Representative)
16. Dr. José A. Ramírez Figueroa, Vice president Academic and Student Affairs, American University of Puerto Rico (Designated Representative)
17. Dr. Ana E. Falcón Emmanuelli, Special Assistant, Vice-presidency Academic Affairs and Research, University of Puerto Rico (Designated Representative)
18. Dra. Rosalind Martinez Viscovich, Corporate Director of Institutional Effectiveness and Student Affairs, NUC University (Designated Representative)

Members attending virtually:

19. Dr. María L. Hernández Núñez, President, Atenas College
20. Ms. Melissa Cedenó, Director Educational Opportunity Program, University at Albany (Designated Representative)
21. Dr. Fernando Delgado, President, Lehman College, CUNY
22. Mr. Carlos Guevara, Director, Office of Educational Technology, Hostos Community College (Designated Representative)

23. Ms. Jesenia Minier, MPA, Chief Diversity Officer, ADA and Title IX Coordinator, Western Connecticut State University (Designated Representative)
24. Norma Larios, Vice President for Student Affairs, California State University, San Marcos (Designated Representative)
25. Dr. Michael Pullin, Dean for Academic Initiatives, Queensborough Community College, CUNY (Designated Representative)
26. Dr. Sumaya Villanueva, Associate Provost, John Jay College of Criminal Justice, CUNY (Designated Representative)
27. Dr. Shantay Grays, Vice Chancellor, Student Services, Houston Community College (Designated Representative)
28. Ms. Jennifer Lang, Professor of History, Louisiana Community and Technical College System (Designated Representative)

HETS New Members

29. Dr. Anuja Ghorpade, Dean and Vice President of Academic Affairs, Albany College of Pharmacy and Health Sciences, SUNY **(in-person)**
30. Dr. Nathan Gonyea, Provost and Executive Vice President for Academic Affairs, SUNY Empire State College **(in-person)**
31. Mr. Rommel Hidalgo, Associate Vice President for IT | Innovation Officer, California State University Fullerton **(virtual)**
32. Dr. Kerry Schindler, Vice President – Instruction, Hill College **(virtual)**

Special Guests

33. Ms. Pamela Vargas, Director of Research and Sponsored Programs, Southeast Missouri State University **(in-person)**
34. Mr. Sunil Gupta, Vice President Adult and Continuing Education and Workforce Development
35. Mr. Francisco Garcia, Director for Center for Online Learning and Teaching Technology, The University of Texas Rio Grande Valley **(in-person)**
36. Ms. Gabby Guzman Burns, Director, California State University, Fullerton **(virtual)**

Major Corporate Partners, Members & Guests

37. Mr. Carlos Pinto, Senior Director of Customer Experience, LAC, Anthology **(in-person)**
38. Mr. Sebastián Martínez, Regional Sales Director, Anthology **(in-person)**
39. Mr. Carlos Crespo, COBIMET **(virtual)**
40. Mr. Glen Forman, Director, uPlanner **(in-person)**
41. Mr. Mario Sanchez, Chief Commercial Officer, uPlanner **(in-person)**
42. Mr. Chris Harrison, CEO, Link4Campus **(in-person)**

HETS Staff

43. Dr. Yubelkys Montalvo, HETS Executive Director

**HETS Board Meeting, Hybrid meeting
Wednesday, February 2, 2023**

Meeting was convened at 1:30PM.

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.

Review of the Agenda and Approval of Minutes from the June 2022 Meeting

HETS Chair, 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 at BMCC, New York City. President Monroe presented a motion to approve both documents, the agenda and minutes. The motion was seconded by President Carlos Vargas-Aburto. The agenda and the June 2022 Meeting minutes were approved with no objections.

New Members Presentation

HETS Chair Dr. Morales asked Dr. Olga Rivera, HETS Vice Chair and President & CEO of ICPR Junior College, to introduce the new members, starting with Sunny Empire State College; follow by Hill College; California State University Fullerton; and Albany College of Pharmacy and Health Sciences.

The representatives of each new member institutions made a brief presentation of their institutions as follows: Dr. Nathan Gonyea, Provost and Executive Vice President for Academic Affairs at Suny Empire State College; Dr. Kerry Schindler, Vice President and representative from Hill College, connect virtually on behalf of President Tom Mills; Mr. Rommel Hidalgo, Associate Vice President for IT and Innovation Officer, and Ms. Gabby Guzman Burns, Director at California State University Fullerton; and Dr. Anuja Ghorpade, Dean and Vice President of Academic Affairs from Albany College of Pharmacy and Health Sciences. After their presentation, President Olga Rivera thanked them and Dr. Montalvo and Dr. Morales presented the new members with a certificate recognizing them as new members.

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, informing on the progress made vis a vis the activities proposed in the 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 2022, HETS was able to publish one articles versus one (1) article during fall in 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. The result was: fourth of the projects presented were related to the "Access" core area vs. fourth (4) presentations in 2022, 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. As part of the collaboration of agreemen with he SUMM, HETS member institutios from the U.S. and Latin America where invited to participate. During this event, more than 5,000 high schools and undergraduate students participated. Nine member insitutions in Puerto Rico participated and other four members, including three from the U.S. and *Universidad Cooperativa de Colombia*. Dr. Montalvo showed photos and a brief video of the two day event held at the Convention Center in San Juan, Puerto Rico.

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 during fall 2022 has benefited 1,242 students vs. 1,942 students in 2021-2022.

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 HETS Online Journal. During the fall semester, a total of two (2) articles were published versus 3 (three) articles in fall 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 2023 Best Practices Showcase, five (5) proposals were presented under the Retention track vs. six (6) presentations in 2022.

Dr. Montalvo explained that during years 4 and 5, the objective was to achieve at least 5,000 unique visits to the access-related sections of the Student Placita. For the fall 2022, the total page visits was 26,389 for the Student Placita and 14,399 for the Faculty Placita vs. 14,419 for both in 2021-2022, representing an increase of 83%. During the fall 2022, the objective was to increase the number of unique visits to the Virtual Plaza by 25%, and the total unique visits was 40,788, compared with 17,475 for the academic year 2021-2022.

The Executive Director moved on to talk about the efforts to develop mini workshops focused on specific student support skills in Year 5. Dr. Montalvo showcased the efforts under this core area to support retention and student success through training opportunities. Two (2) Student Leadership Showcase and six (6) webinars were coordinated and executed for students during fall 2022, resulting in 3,905 registrants vs. eight (8) webinars with 3,252 registrants in fall 2021. Also, HETS staff trained a total of 19 student support staff members from six (6) member institutions in Puerto Rico and 2 staff members from two (2) institutions 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 limited. 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, during Year 2, the goal was 20 student ambassadors from member institutions in the U.S. As of fall 2022, HETS maintains a total of nine (9) active ambassadors in P.R., the U.S. and Colombia vs. 12 in 2021-2022. Dr. Montalvo mentioned that this number decrease mostly due to the pandemic. 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 December 2022, 2,827 students have been reached (32%), 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. In fall 2022, a total of five (5) related articles were published in the HOJ vs. three articles during fall 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 nine (9) online learning and technology integration projects vs. 12 presentations in 2021-2022. In addition, Dr. Montalvo informed that, as of January 20, 2023, 62 participants have been registered for the 2023 Best Practices Showcase vs. 131 participants in February 2022. Also, Dr. Montalvo indicated that for the first time HETS published the 2023 Best Practices Showcase Proceedings to showcase the insightful research and work of the presenters.

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 Fall 2022, a total of 11 articles were submitted for publication, compared to 22 as of June 2021. Of these totals, 9 of these articles were approved and published as of fall 2022, compared to 17 as of June 2021. Regarding Google analytics views of the HOJ, at the end of the fall 2022, the Journal achieved more than 10,900 views. An additional 18,674 reported from the EBSCO databases as of fall 2022 vs. 17,987 in June 2021, representing an increase of 4%.

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, a series of webinars for faculty members, developed with the support of our expert resources within our member institutions. This series resulted in 4 and 7 free of charge webinars offered in both English and Spanish, respectively in fall 2022 vs. 16 webinars offered in 2021-2022. The webinars reached more than 2,500 participants from 25 member institutions participants, 40 non-member institutions, 4 international institutions, and 11 organizations vs. more than 5,000 participants from 30 member institutions, 33 non-member institutions, 11 international institutions, and 22 organizations in 2021-2022. Dr. Montalvo emphasized on the added value of the expert resources that were able to support HETS during the webinars.

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. 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 fall edition was announced for November 2022 and three participants were selected to participate versus its first virtual edition in English, offered in August, 2022, and the second offered in Spanish in April 2022, for a total amount of 43 participants in 2021-2022.

The Executive Director continued presenting 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 six (6) download during this semester; "*Documento de trabajo: teoría y práctica de la educación a distancia en Puerto Rico*", with a total of 46 downloads; "*Lo obvio y lo escondido de la educación a distancia en Puerto Rico*", which had 40 downloads and, the most recently published article, "*El futuro de la educación a distancia en Puerto Rico*", which has been downloaded 62 times. New downloads as fall 2022 was 154 vs. 574 as June 2021 for a total of 2,711 downloads.

Following the report, the Executive Director presented a summary of HETS investments in direct services for the fall 2022, the Consortium has invested \$78,993 in direct services: 33% in Online Resources; 20% in the HETS Online Journal; 19% in Best Practices and Student Leadership Showcases and event coordination; 19% in Professional Development Events; and 9% in activities related to Grants and Outreach efforts. She added that total expenses amounted to \$111,941 out of which 71% were related to direct services; 21% to operational activities; and 8% to administrative expenses.

Following, Dr. Montalvo reported on the organization's growth and development status and efforts. She informed that the organization added three (3) new institutional members: California State University Fullerton, Albany College of Pharmacy and Health Sciences, SUNY, and SUNY Empire State College. 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 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: American University, Ponce Health Science University, Rowan College of South Jersey and Guttman Community College. 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 Havidan Rodríguez in a previous board meeting.**

In terms of outreach, the Executive Committee was engaged in an initiative to keep going these efforts, and visited University of Houston Downtown, Western Connecticut State University, and also prospects members like University of Riverside, California State University Fullerton and Dominguez Hills. In addition, 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 was shared, through email, to our database and also through HETS social media channels.

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.

Continuing with internal and external visibility efforts, Dr. Montalvo continue capitalizing on the potential of the Online Journal as a public relations strategy for HETS and its members. As a result, the First edition was published on the new Open Editorial platform providing a better browsing experience to its users and editors and more agile process for authors and reviewers. During fall 2022, a total of nine (9) articles were published and the unique page views and page views on the HETS website increased by 78% and 64%, respectively, in comparison with 2021-2022.

Dr. Montalvo shared a brief summary of the use of the web and social media during fall 2022, 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 115 email campaigns were sent, and 11 news articles were published at the HETS website. In addition, Dr. Montalvo indicated the HETS social accounts (Twitter, LinkedIn, Facebook, Instagram and YouTube) results during the fall 2022 in comparison with the academic year 2021-2022. Some of them, like Facebook, Instagram and YouTube, increase the posts published on each media and the number of impressions which measure the reach of each post.

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

Dr. Montalvo proceeded with her presentation by reporting revenues collected during fall 2022, through its multiple efforts. Overall, the organization's revenues for this academic year totaled \$226,795. Most of the revenues (76%) were collected through membership dues; followed by corporate sponsorships and donations (10%); and revenues related to the Best Practices Showcase (10%); and workshop registrations (6%).

To finalize with the Status Report, the Executive Director expressed her gratitude to the Board for their support during this fall semester 2022. HETS Chair thanked Dr. Montalvo for her presentation and work, 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.**

3:25 to 3:40 p.m. Coffee Break

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 2022-2025 and invited Dr. Montalvo to guide the discussion. Dr. Montalvo presented Ms. Pamela Vargas, Chief Editor of the HETS Online Journal, who made a brief presentation that summarizes the results of the fall 2022 efforts. Ms. Vargas mentioned that the fall 2022 issue of

the Journal was the first one published in the new open editorial platform which included new tools like:

- Articles: Views data and data access to articles
- Allows the download of reports and statistics in .csv format
- Filter the data per months or dates
- Users provide a list of all people register on the platform
- Reports of the number of the abstracts views per article
- Reports of the number of how many access the articles files published
- Data per article titles with total views & downloads

Ms. Vargas also mentioned that the 81 articles from 11 issues out of 25 Issues published since year 2010, have the digital object identifier (DOI). She concluded indicating the new platform benefits like: Management of the editorial process in one place; Document and tracking of the editorial process; and the greater possibility of indexing in databases (tags and structured meta data) to facilitate search and visibility.

Dr. Montalvo thanked Pamela Vargas for her support and presentation and mentioned that one of the activities were completed during the Second Semester 2022-2023: create a track specifically by students for students as part of the 2023 Best Practices Showcase Anniversary Edition to reach to a wider audience with a hybrid modality. Also, indicated that a group of key contact at HETS member institutions from PR, the US and Colombia met to discuss the initiative of developing a HETS Leadership Academy for Students to create a student track focused on developing the next generation of young leaders/entrepreneurs, offering a curriculum focused on leadership skills and entrepreneurship with expert resources from the academia and industry leaders (i.e. government, private, and non-profit sectors) and the possibility of mentoring and internship opportunities.

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

President Tomás Morales proposed the creation of flyers and papers with information about HETS to distribute to their colleagues in their respective states or countries. Also, recommended to include the CIOs on HET initiatives and create a committee or task force to recommend new technologies.

Dr. Carlos Vargas-Aburto recommended to include the Distance Learning Directors as well.

Dr. Mary Jo Parker mentioned that the new track for students at the Best Practices Showcase is quite genius since universities are looking for ways to enhance the students demonstrative and research skills. Also, she think that is a way to keep members engage even while the travel costs can be high.

HETS – Financial Status 2022-2023 (First Semester Results)

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, correspond to the six months period from July 1, 2022, to December 31, 2022. The statements present HETS Financial Position and the Changes in Net Assets. In addition, a comparative statement of Budget versus Actual results is being included for further review and analysis of this period's HETS financial accomplishments.

Statement of Financial Position

HETS total assets amounted to \$242,251 and to \$230,263 as of December 31, 2022, and 2021, respectively or a 5.2% increase. Increase is mostly due to an increase in Cash.

Accounts receivable on December 31, 2022, consist of the following:

Membership Dues	\$33,129
Corporate Sponsors	5,000
Workshops	100
Other	<u>120</u>
Total	\$38,349
Less allowance for doubtful accounts	<u>371</u>
Accounts receivable, net	<u>\$37,978</u>

Total current liabilities amounted to \$27,773 and to \$25,142 as of December 31, 2022, and 2021, respectively or an increase of 10.5%. Accounts payable corresponds to HETS' personnel salaries and fringe benefits that will be reimbursed to the Inter American University of PR in January 2023. Accrued expenses correspond to expenses incurred during the month of December.

Statement of Activities

HETS' revenues from its educational activities, memberships, sponsorships and event coordination/Best Practices and Workshop Registration amounted to \$226,795 and \$251,097 for the six months period ending on December 31, 2022, and 2021, respectively or a decrease of 9.7%. The decrease is mostly attributable to the decrease in Membership Dues and Workshop Registration.

HETS' expenses comprised of administrative, direct services and operational expenses amounted to \$111,941 and to \$97,366 for the six months period ending on December 31, 2022, and 2021, respectively or an increase of 15%, mainly on the Direct Expenses. The direct expenses increase is mostly attributable to HETS Online Journal (\$7k), Best Practices - Student Leadership and Event

Coordination (\$4k) and Online Resources and social media (\$2k) when compared to first semester of fiscal year 2021.

Change in Net Assets for the six months period decreased by 25.3% from \$153,731 as of December 31, 2021, to \$114,854 as of December 31, 2022.

Budget versus Actual Analysis

HETS six months period operations results are also presented in comparison to the approved 2022-2023 budget. Both revenues and expenses achievement were 88% and 78%, respectively.

Conclusion

To conclude her report, President Nieves share that HETS financials show a stable positive outlook. Also, mentioned that is important to highlight that those expenses continue to be within the approved HETS Budget. The report also shows HETS' efforts to maintain participant members, provide educational services, and maintain adequate controls over costs and expenditures.

Motion to approve the proposed budget was presented by President Carlos Vargas from Southeast Missouri State University and seconded by President Tomás Morales.

Collaboration Opportunities Session

HETS Chair, Dr. Morales moved forward on the agenda and presented Dr. Carlos Vargas-Aburto, HETS Secretary, to lead the discussion regarding the collaboration opportunities among HETS members and partners.

President Carlos Vargas mentioned the visits on campus and collaborations give the opportunities to potential employer's partners and members for HETS.

President Nieves and President Vargas agreed to create more opportunities of collaborations regarding academic travel opportunities for students.

Institutional Announcements, New Items, and next meeting dates & host selection

HETS Chair continued with the agenda and discussed possible dates to conduct the Board Meeting at the end of the 2022-2023 academic year. Dr. Tomás Morales offered to be the host during June 29 and 30, 2023, subject to the confirmation of the availability of the Chancellor's Office facilities. President Gladys Nieves presented a motion to approve the meeting dates and host for the summer meeting. It was seconded by President Carlos Vargas-Aburto.

Also, HETS Chair discussed the possibility to held the 2024 summer meeting in Colombia and requested Board members to check their availability and limitations to travel internationally. The

board agreed to confirm the host and dates of the 2024 winter and summer meeting in the 2023 June meeting in California.

Meeting was adjourned 4:30 p.m.

HETS Board Meeting, Hybrid meeting Friday, February 3, 2023

Meeting was convened at 1:45 p.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. Montalvo presented a summary of the status report shared to the Board the day before and thanked all corporate members for their support during the 2022 fall semester. Dr. Morales thanked Dr. Montalvo for her presentation and proceed to present COBIMET Executive Director Carlos Crespo, who made a brief presentation on their recent offerings to students and faculty through the virtual library services for higher educations institutions and K to 12 schools. Also, mentioned their certification on digital literacy competencies to develop and promote professionals digital competencies in communities.

Moving forward, HETS Chair thanked Carlos Crespo for his presentation and introduced Mr. John Ingham from Campus Care, who shared a presentation emphasizing the tools and online services focus on health care for students. Mr. Ingham explained their mission and services focus on offering virtual clinic and telehealth sessions to the academic community.

After thanking Mr. Ingham for his insightful presentation, Dr. Morales introduced Mario Sánchez and Glenn Forman, Chief Commercial Officer and Director, respectively at UPlanner. Both shared a presentation with the Board focus on the tools and online services over a decade in North America impacting more than 110 institutions, 250 campuses and 16 countries. Forman explained the uPlanner institutional system is based on the student success.

After thanking Mr. Forman for his insightful presentation, Dr. Morales introduced HETS new corporate member: Chris Harrison, CEO from Link4Campus, who shared a presentation with the Board focus on the tools and online services that provide to community for the past 10 years in the market. Also, Mr. Harrison mentioned the global presence of the organization and explained that they bring the technology and processes to institutions that do not have access.

Finally, Dr. Morales presented Anthology representatives, Mr. Carlos Pinto, Senior Director of Customer Experience and Mr. Sebastián Martínez, Regional Sales Director, who made a presentation on their organization, explaining what they do to expand their services through creating intelligent experiences, and enhancing security and compliance. Dr. Montalvo read a Zoom chat question from Carlos Guevara of Hostos Community College to the Anthology representatives about what other platforms they are compatible with and they reply with several options or names.

Dr. Carlos Morales thanked the Anthology representatives and invited Dr. Montalvo to deliver a certificate of appreciation to the new HETS Corporate Member, Chris Harrison from Link4Campus. President Gladys Nieves congratulated the collaborators and emphasized the importance of these spaces at HETS board meetings to promote activities and opportunities for the students.

Final discussion & closing remarks

Dr. Carlos Morales asked for additional questions or doubts to the Board, and appreciated everyone's availability, their commitment to student success and their engagement in the discussions.

President Carlos Morales adjourned the meeting at 3:25 PM.