Celebrating 30 años
HETS
Hispanic Educational Technology Services

Annual Report 2022-2023
Special Edition
IT’S MORE THAN HIGHER EDUCATION ... IT’S A HIGHER VISION!
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Message from the Chairman of the Board of Directors</td>
<td>2</td>
</tr>
<tr>
<td>Message from the Executive Director</td>
<td>3</td>
</tr>
<tr>
<td>HETS Board of Directors 2022-2023</td>
<td>4</td>
</tr>
<tr>
<td>HETS Membership Profile 2022-2023</td>
<td>6</td>
</tr>
<tr>
<td>HETS Member Institutions and Partners 2022-2023</td>
<td>7</td>
</tr>
<tr>
<td>HETS 2020-2023 Vision, Mission &amp; Strategic Core Areas</td>
<td>8</td>
</tr>
<tr>
<td>Year 2022-2023 Overview</td>
<td>9</td>
</tr>
<tr>
<td>2022-2023 Achievements: Access</td>
<td>10</td>
</tr>
<tr>
<td>2022-2023 Achievements: Retention and Successful Completion</td>
<td>13</td>
</tr>
<tr>
<td>2022-2023 Achievements: Online Learning and Technology Integration</td>
<td>16</td>
</tr>
<tr>
<td>Promoting HETS Growth and Development</td>
<td>19</td>
</tr>
<tr>
<td>Expanding Relationships and Visibility</td>
<td>20</td>
</tr>
<tr>
<td>New Members and Partners 2022-2023</td>
<td>21</td>
</tr>
<tr>
<td>Recognition of HETS Former Leadership</td>
<td>22</td>
</tr>
<tr>
<td>HETS 1993-2023: Review of our Journey and Vision for 30 Years</td>
<td>23</td>
</tr>
<tr>
<td>HETS Financial Statements 2022-2023</td>
<td>27</td>
</tr>
<tr>
<td>Credits and General Information</td>
<td>28</td>
</tr>
</tbody>
</table>
Succeeding 30 years of history, HETS continues to advocate for using innovative technologies in order to improve higher education opportunities for the Hispanic community. This document identifies our achievements as well as our plan to accomplish our mission and vision. In addition, this Annual Report summarizes and highlights the results of our endeavors during the 2022-2023 academic year.

Additionally, this special edition will take you through the most significant achievements of our history. Thirty years ago, HETS began a journey of innovation in Higher Education, thanks to the involvement and aspirations of a significant group of members highly committed to the vision of the organization. Members themselves embarked on a journey towards enhanced opportunities in higher education. Right from the beginning, our members knew it was possible to transform higher education and open a world of possibilities for students through technology innovation. This group of visionaries acknowledged the value of technology to reach their institutional goals and gathered to dynamically propose and guide strategies toward this end.

HETS is taking a very active role in the search of state-of-the-art, competitive opportunities for its affiliated postsecondary institutions. At the same time, it has been creating unique spaces to promote the extraordinary innovative work of our institutions. One very powerful word has characterized these past 30 years: SYNERGY. Every single accomplishment was the result of true collaboration. It was a year marked by contributions from the vast number of experts from our institutions. This, precisely, is what constitutes the nature and uniqueness of this organization.

As a group of visionaries, we acknowledge the value of technology to reach our institutional goals and gather to dynamically propose and guide strategies toward this end. We are immensely grateful to them, our corporate partners, and our collaborators for facilitating the work of this organization, and for allowing us to create new opportunities to grow and make an impact.

I anticipate you will enjoy this 30th Anniversary Special Edition. I am looking forward to another fantastic year of collaboration and notable achievements.

Best regards,

Carlos Morales, Ph.D.
Chairman of the Board of Directors
MESSAGE FROM THE EXECUTIVE DIRECTOR

Very cordial greetings to all our members, corporate partners and acquaintances!

It is with great pleasure to witness through this Annual Report and 30th Anniversary Special Edition, not only the multiple accomplishments of the HETS Consortium during 2022-2023, but also a summary of HETS legacy. During all these years, HETS has continued developing and expanding its programs and services to further promote Hispanic access to higher education and successful completion.

HETS has become a pioneer organization in the use of technology in higher education with enormous expertise and services ready to be used by our academic communities. This 2022-2023 academic year, HETS student support services included: a variety of resources and tools at the Student Placita; webinars free of charge with expert resources in topics such as leadership, entrepreneurship, job search, among other interesting topics; a Virtual Student Leadership Showcases in both, Spanish and English for Puerto Rico, Latin America, and the United States, to reinforce student leadership skills and promote HETS free of charge services and tools.

In addition, this document highlights how HETS has supported faculty and administrators through initiatives, such as 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 current teaching and learning environment; Practices Showcase highlighting and celebrating the outstanding work of our member institutions, including a new track for students; our Professional Development Efforts including online workshops; and two sessions of the HETS Learning Technologies Leadership Academy (H-LTLA) which focuses on developing the next generation of leaders throughout our Hispanic Serving Institutions.

From its foundation in 1993, the initiatives implemented allowed HETS to strengthen its value among member constituencies, gain recognition as a professional development provider, and position itself as a leading organization dedicated to transform post-secondary education through the effective use of technology. After 30 years of service, HETS Consortium serves a total of 46 members across ten states in Mainland US, Puerto Rico, and Latin America.

I profoundly appreciate our members’ commitment to this organization and their faith in the power of collaboration. This is what makes this organization so special and what makes our work at the HETS Office so gratifying.

Very sincerely yours,

Yubelkys Montalvo, Ed.D.
Executive Director
Mr. Juan C. Nazario, Esq.
President
American University
Puerto Rico

Dr. José Méndez Méndez
President
Universidad Ana G. Méndez
Puerto Rico & Florida

Dr. María L. Hernández Nuñez, MSN, DHC
President
Athenas College
Puerto Rico

Dr. Anthony E. Munroe
President
Borough of Manhattan
Community College, CUNY

Dr. Thomas Isekenegbe
President
Bronx Community College
CUNY

Dr. Faust Gorham
Assoc. VP Information Technology Services & CIO
California State University Bakensfield
(Designated Representative)

Dr. Carlos Nevárez
Interim Provost
California State University Sacramento
(Designated Representative)

Dr. Viridiana Díaz
Vice President
of Student Affairs
California State University San Marcos
(Designated Representative)

Dr. Rafael Espinosa
Assoc. Vice President and Chief Information Officer
California State University Stanislaus
(Designated Representative)

Dr. Ana Cucurella-Adorno
President
Caribbean University
Puerto Rico

Dr. José A. Córdova
President & CEO
Columbia Central University and NUC University
Puerto Rico

Ms. Yarleen González
Dean
Colegio Universitario de San Juan
Puerto Rico

Dr. Waleska Crespo
President
Universidad Central del Caribe, Puerto Rico

Dr. Ana E. Falcón Emmanuelli
Special Aid to the Executive Vice President, Academic Transformation
Universidad de Puerto Rico
(Designated Representative)

Dr. Loren Blanchard
President
University of Houston Downtown, Texas

Dr. Thomas Spencer
Interim Executive Vice President for Research
University of Texas Rio Grande Valley
(Designated Representative)

Dr. Fernando Delgado
President
Lehman College, CUNY

ECUADOR
Dr. Ángel E. Ernesto Huerta Vélez
Chancellor
Instituto Tecnológico Universitario Rumifahui

MÉXICO
Antonio Leaño Reyes, Esq.,
Chancellor
Universidad Autónoma de Guadalajara

INTERNATIONAL MEMBERS

Dr. Rafael Ramírez Rivera
President
Inter American University of Puerto Rico

Dr. Karol V. Mason
President
John Jay College of Criminal Justice, CUNY

Dr. Johana I. Rivera
Vice President
for Enrollment Management
Kingsborough Community College, CUNY
(Designated Representative)

Dr. Kenneth Adams
President
LaGuardia Community College, CUNY
(Designated Representative)

Dr. Elizabeth Rodríguez
Dean of Academic Innovation & Technology
Laredo College
(Designated Representative)

Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr. Dr.
2022-2023 HETS MEMBERSHIP PROFILE

TOTAL ENROLLMENT AMONG HETS MEMBERS

- United States: 653,883 (77%)
- Puerto Rico: 130,040 (15%)
- International: 71,490 (8%)
Total: 855,413

HISPANIC STUDENTS ENROLLMENT AMONG HETS MEMBERS

- Hispanic: 690,159 (81%)
- Non-Hispanic: 165,254 (19%)
Total: 855,413

TOTAL FACULTY AT MEMBER INSTITUTIONS

- United States: 35,794 (69%)
- Puerto Rico: 10,101 (12%)
- International: 6,073 (19%)
Total: 51,968

FULL-TIME AND PART-TIME FACULTY AMONG HETS MEMBERS

- Full-time:
  - United States: 15,020
  - Puerto Rico: 6,073
  - International: 6,821
Total: 27,914

- Part-time:
  - United States: 18,332
  - Puerto Rico: 0
  - International: 0
Total: 18,332

STUDENT ENROLLMENT AMONG HETS MEMBER INSTITUTIONS BY STATE

- United States: 494,612 (72%)
- Puerto Rico: 124,058 (18%)
- International: 71,490 (10%)
Total: 690,159

DISTRIBUTION OF HISPANIC ENROLLMENT (81%)

- United States: 494,612 (71%)
- Puerto Rico: 124,058 (18%)
- International: 71,490 (10%)
Total: 690,159

STUDENT ENROLLMENT AMONG HETS MEMBER INSTITUTIONS BY STATE
2022-2023 HETS MEMBER INSTITUTIONS AND PARTNERS

PUERTO RICO (14)
Albizu University
American University
Ana G. Méndez 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
Universidad Central del Caribe
Universidad de Puerto Rico

UNITED STATES OF AMERICA (31)

CALIFORNIA (9)
California State University, Bakersfield
California State University, Dominguez Hills
California State University, Fullerton
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 (1)
Eastern Connecticut State University

FLORIDA
Albizu University
Ana G. Méndez University

LOUISIANA (1)
Louisiana Community & Technical College System

NEW YORK (13)
Albany College of Pharmacy and Health Sciences
Borough of Manhattan Community College, CUNY
Bronx Community College, CUNY
College of Staten Island, CUNY
Guttman Community College, CUNY
Hostos Community College, CUNY
John Jay College of Criminal Justice, CUNY
Kingsborough Community College
LaGuardia Community College, CUNY
Lehman College, CUNY
Queensborough Community College, CUNY
SUNY Empire State College
University at Albany, SUNY

NEW JERSEY (1)
New Jersey City University

MARYLAND
Ana G. Méndez University

MISSOURI (1)
Southeast Missouri State University

TEXAS (5)
Houston Community College
Laredo College
Tarrant County College, TCC Connect Campus
University of Houston Downtown
University of Texas, Rio Grande Valley

VIRTUAL
Ana G. Méndez University
NUC University

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

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

CORPORATE MEMBERS (7)
CampusCare
COBIMET
Educational Testing Services (ETS)
EDUTECHLoft
Interstaff Inc.
Link 4 Campus
Puerto Rico Top Level Domain
uPlanner
2020-2023 HETS 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 2023, 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 2022-2023 marked the third year of the implementation of HETS Strategic Plan. 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 HETS Online Journal
- HETS 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 2022-2023 academic year included:

- The Student Leadership Showcase and Tour
- Offering student support training
- Student Ambassadors Program
- Student Passport Program
- Strengthening HETS online offering of resources through the Virtual Plaza
- Webinars in English and Spanish
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. Publishing 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. Conducting 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, 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 múltiples eventos, HETS conecta a los estudiantes con múltiples instituciones, promueve el establecimiento de redes con líderes estudiantes y promueve sus servicios de apoyo al estudiante como: acceso a recursos en línea que permiten explorar carreras; proceso de admisión; ayudas financieras y programas académicos; y apoyo con exámenes estandarizados. Además, provee una iniciativa colaborativa entre personal de admisiones de sus instituciones miembros para facilitar los procesos de transferencia de los estudiantes a otras instituciones.
HETS BEST PRACTICES SHOWCASE

Through the Best Practices Showcase, 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 2022-2023, HETS conducted one event in hybrid modality during February of 2023, reaching a wider audience in Puerto Rico, the United States, and Latin America. During the Conference, four projects were presented under the Access core strategic.

ACADEMIC FAIR

During 2022-2023, the Academic Fair, usually offered concurrent with the Best Practices Showcase, 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 agreement with the SUMM, HETS member institutions from the U.S. and Latin America were invited to participate. During this event, more than 5,000 high schools and undergraduate students participated. Nine member institutions in Puerto Rico participated and other four members, including three from the U.S. and “Universidad Cooperativa de Colombia”.

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. Para el período de 2022-2023, HETS realizó un evento en un formato híbrido permitiendo alcanzar una audiencia mayor en Puerto Rico, Estados Unidos y Latinoamérica. Durante la Conferencia, se presentaron un total de cuatro ponencias sobre mejores prácticas relacionadas al tema de acceso.

Durante el 2022-2023, la Feria Académica se movió a noviembre de 2022 como parte del evento The SUMM con una alianza con el Departamento de Educación en la Isla. Como parte de la colaboración con The SUMM, se invitó a participar a las instituciones miembros de HETS de Estados Unidos y Latinoamérica. Durante este evento participaron más de 5,000 estudiantes de bachillerato y licenciatura. Además, participaron nueve instituciones miembros de Puerto Rico y otros cuatro miembros, entre ellos tres de EE.UU. y la Universidad Cooperativa de Colombia.
STUDENT LEADERSHIP SHOWCASE & TOUR

Annually, HETS conducts the Student Leadership Showcase (SLS) to promote multiple services to broaden Hispanic students’ opportunities. In 2022-2023, four events were offered, including one hybrid version of the Student Leadership Showcase in Spanish for Puerto Rico and Latin America, and a virtual English version for students in the United States and others. During this academic year, these events have benefited more than 1,700 students.

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 total page visits for the Student Placita was 46,332 and 27,336 for the Faculty Placita vs. 17,475 for both in 2021-2022, representing an increase of 321%. Likewise, during 2022-2023, the total unique visits was 73,668, compared with 40,788 for the academic year 2021-2022.
**2022-2023 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. Diffusing 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.

---

**HETS Online Journal**

HETS encourages the publication of research articles related to student support and retention in 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 2022-2023, four (4) articles were published versus 7 (seven) articles in 2021-2022. However, this year the Journal exceeded expectations by moving the Journal to a new Editorial platform and adding the digital object identifier (DOI) to the articles with the support of the Editorial Board and a HETS new consultant regarding this area.
HETS BEST PRACTICES SHOWCASE

The HETS Best Practices Showcase (BPS) allows HETS to share best practices on the use of technology to improve Hispanic student retention levels. During the hybrid edition of the BPS, five (5) proposals were presented under the Retention track vs. six (6) presentations in 2022. Also, the BPS exceeded expectations by adding a new track for students and having 13 new presenters out of the 40 presenters who participated.

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 2022-2023, the Peterson’s Test and Career Prep databases usage, which are exclusive and unlimited access as part of the HETS membership benefits, reached more than 9,000 visits versus 7,368 in 2021-2022.

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 the student support services provided by HETS, preparing them to promote the services and guide students on the use of the available tools. During the 2022-2023 academic year, HETS staff trained a total of 46 student support staff members from seven (7) member institutions in Puerto Rico and four (4) institutions in the States, as work continues to fulfill the objective for Year 6 to develop “Mini-workshops” on specific student support skills.
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 2022-2023, HETS maintains 9 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, 4,550 students have been reached (51%) out of 8,889, which represent 10% of the overall student population in participating campuses in Puerto Rico. Likewise, throughout the academic year, HETS offered 10 webinars to support the development of key skills for students, resulting in 6,439 registrants.

HETS también llega a los estudiantes a través del Programa de Embajadores Estudiantiles, en el que los 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 4,550 alumnos (51%) de un total de 8,889, 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. En el período de 2022-2023, se ofrecieron un total de 10 webinars a través de los cuales se impactaron a 6,439 estudiantes.
ACHIEVEMENTS: ONLINE LEARNING AND TECHNOLOGY INTEGRATION

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-LETSA).
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 2022-2023, a total of nine (9) related articles were published. Also, a total of 21 articles were submitted for publication, compared to 18 as of June 2022. Of these totals, 17 were approved and published, compared to 13 as of June 2022. Regarding Google analytics views of the HETS Online Journal, at the end of the academic year, the Journal achieved more than 11,900 views. An additional 18,674 reported from the EBSCO databases as of fall 2023 vs. 17,987 in June 2022, representing an increase of 4%.
**HETS BEST PRACTICES SHOWCASE**

The academic year 2022-2023, marked an important milestone for the HETS Best Practices Showcase event. For the second time, and during the second semester, the event was conducted in a hybrid modality expanding its reach to a wider audience. In addition, HETS published its own proceedings to showcase and keep record of the insightful research and work of the speakers. During the 2023 Best Practices Showcase, nine (9) proposals were presented under the online learning and technology integration projects vs. twelve (12) presentations in 2022. However, the BPS exceeded expectations by adding a new track for students and having 13 new presenters out of the 40 presenters who participated.

---

**HETS LEARNING TECHNOLOGIES LEADERSHIP ACADEMY (H-LTLA)**

During this academic year, HETS announced the third edition of the Learning Technologies Leadership Academy (H-LTLA), 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. Attendees gain knowledge and skills through synchronous presentations coordinated by leaders in the higher education community. A fall edition was announced for November 2022 and three participants were selected. The three selected participated in the editions offered in June 2023, with others selected for a total of 21 participants. So far, 62 people have participated in the editions held since its inception. All alumni received a digital badge and a Continuing Education certificate of 2.4 credits.

---

**PROFESSIONAL DEVELOPMENT: ONLINE WORKSHOPS AND WEBINARS**

During 2022-2023, HETS continued to provide faculty development opportunities through online workshops, webinars, and special educational events. Workshops included 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, the same online training during the Spring semester with 12 participants and a in person workshop to “Universidad Central del Caribe” faculty with 30 participants.
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: “Educación virtual y a distancia en Puerto Rico”, 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 53 downloads; “Lo obvio y lo escondido de la educación a distancia en Puerto Rico”, which had 52 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 in 2022-2023 were 173 vs. 574 as June 2022 for a total of 2,730 downloads.

During the academic year 2022-2023, HETS continued to offer a series of online webinars for faculty members, developed with the support of expert resources within our member institutions. This series resulted in 8 as well as 14 free of charge webinars offered in both English and Spanish, respectively in 2022-2023 vs. 16 webinars offered in 2021-2022. The webinars reached more than 5,300 participants from 27 member institutions participants, 49 nonmember institutions, 5 internationals institutions, and 22 organizations vs. more than 5,000 participants from 30 member institutions, 33 non-member institutions, 11 internations institutions, and 22 organizations in 2021-2022.

Durante el año académico 2021-2022, HETS continuó ofreciendo una serie de seminarios en línea para los miembros de la facultad, desarrollados con el apoyo de nuestros recursos expertos dentro de nuestros instituciones miembros. Esta serie dio como resultado 8 y 14 seminarios web gratuitos ofrecidos tanto en inglés como en español, respectivamente en 2022-2023 frente a los 16 seminarios web ofrecidos en 2021-2022. Los seminarios web llegaron a más de 5,300 participantes de 27 instituciones miembros, 49 instituciones no miembros, 5 instituciones internacionales y 22 organizaciones frente a más de 5,000 participantes de 30 instituciones miembros, 33 instituciones no miembros, 11 instituciones internacionales y 22 organizaciones en 2021-2022.
PROMOTING HETS GROWTH AND DEVELOPMENT

The core strategic, the work and progress of the organization during the 2017-2023 period is supported by a series of essential marketing, communications, and development strategies. These strategies are expected to help increase the visibility of the organization; 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 people and organizations; enhance the strategic positioning of the organization; and increase the growth and sustainability capacity of the organization.

MEMBERSHIP GROWTH

In 2022-2023, HETS achieved 90% membership retention rate, due to the fact that four (4) members were not able to renew their memberships because of financial hardships. However, the organization was able to add seven (7) new institutional members: California State University Fullerton, Albany College of Pharmacy and Health Sciences, SUNY Empire State College, Hill College, California State University Dominguez Hills, Kingsborough Community College, and Laredo College. 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 15% (11 institutions) answered with their interest in joining and enhancing their knowledge regarding our organization.

FUNDING

HETS has continued implementing a series of initiatives in order to diversify and increase its funding sources. These include increasing the number of corporate partners through the implementation of the HETS Corporate Social Responsibility Program. The Consortium has also focused on attracting sponsors to help support events and the Student Ambassadors Program.

Overall, the organization’s revenues for this academic year 2022-2023 was $256,674. This year’s income was distributed as follow: 70% to direct services, 23% towards operational activities and 7% towards administrative expenses.

HETS ha continuado implementando una serie de iniciativas para diversificar y aumentar sus fondos. Estos incluyen el aumento en el número de socios corporativos a través del Programa de Responsabilidad Social Corporativa. El Consorcio también se ha centrado en atraer patrocinadores para sus eventos y para el Programa de Embajadores Estudiantiles.

En general, los ingresos de la organización para este año académico 2022-2023 fueron de $256,674. Los ingresos de este año se distribuyeron de la siguiente manera: 70% a servicios directos, 23% a actividades operativas y 7% a gastos administrativos.

En el período de 2022-2023, HETS logró una tasa de retención de membresía del 90%, 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 siete (7) 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 15% (11 instituciones) respondieron con su interés en sumarse y conocer más.
Another key priority for HETS throughout the years has been to increase its visibility and expand its networks, both internally and externally. In 2022-2023, the organization capitalized on the potential of the Online Journal as a public relations strategy for HETS and its members. As a result, the fall 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 this academic year, a total of 17 articles were published and the unique page views and page views on the HETS website increased by 85% and 64%, respectively, in comparison with 2021-2022.

Also, HETS continued strengthening its partnership with organizations such as ICANN, HETS Internet Society of Puerto Rico; Connect Marketplace; Banco Popular of Puerto Rico; Virtual Educa; and The SUMM. Outreach endeavours included new partners with EdutechLoft, Credly, and IMEX during 2022-2023.

Also, HETS implemented a very aggressive e-marketing strategy supporting the high number of online webinars being offered. A total of 173 email campaigns were sent, and 20 news articles were published at the HETS website. In addition, HETS social accounts (Twitter, Linkedin, Facebook, Instagram and YouTube) during 2022-2023 increased the quantity of the publications and the number of visits.
2022-2023 NEW MEMBERS AND PARTNER

HETS warmly welcomed its new institutional members for 2022-2023:

California State University Dominguez Hills

California State University Fullerton

Kingsborough Community College CUNY

Laredo College Texas

Albany College of Pharmacy and Health Sciences, SUNY

SUNY Empire State College New York

Hill College Texas

To enhance Hispanic student success and opportunities in higher education, HETS also welcomed the following new corporate partner:
RECOGNITION OF HETS
FORMER LEADERSHIP

Throughout its history of 30 years, HETS has been privileged to gather an outstanding number of renowned educational leaders. Many of these leaders have guided the organization’s steps since its inception, as founding fathers, while others have joined along the way, making significant contributions. This space in our Annual Report recognizes several of the leaders who helped build what the HETS Consortium is today, and we thank them for their LEADERSHIP and LEGACY.

Dr. José F. Méndez González was one of the founding members of the HETS Consortium. Dr. Méndez served as president of HETS and in several leadership positions within the organization, from its establishment in 1993, until his retirement as President of the Ana G. Méndez University (UAGM). Dr. Méndez commitment and support to HETS was remarkable, including the HETS office in kind space for a decade, hosted several board meetings, conferences and special events. He led the institution founded by his mother, “Doña Ana G. Méndez” for 42 years, managing to position it among the major universities in the country. As president since 1974, he achieved the transition of the institution from colleges to universities; the creation of University Centers around the Island to bring education to communities; the development of academic schools specializing in engineering, tourism, and culinary arts; the integration of innovative study modalities for students; the transformation of a Center for Televised Studies into the first channel of PBS-affiliated television and run by a university institution Channel 40, now “Sistema TV”, among many other contributions. At the beginning of the decade in 2000 achieved the expansion of SUAGM to the U.S. to meet the needs of the growing Hispanic community offering the first bilingual program in the U.S. university in the nation. His unwavering belief in the power of education and HETS mission, forward-thinking vision, and extraordinary sense of purpose made him a leader of unmatched caliber, leaving behind a remarkable legacy. Rest in peace!

Dr. Faust Gorham served as Associate Vice President and Chief Information Officer at California State University Bakersfield since 2015. Under his outstanding leadership, CSUB rejoined HETS in June 2021, and he participated virtually in several meetings. Board members met him in person at their meeting held in Long Beach in June 2023. Although his relationship with HETS was brief, his unwavering support for HETS and his commitment to education will be missed. His extraordinary sense of purpose made him a leader of unmatched caliber, leaving behind a remarkable legacy. Rest in peace!

Thomas A. Isekenegbe was appointed the sixth president of Bronx Community College (BCC) in August 2015. Dr. Isekenegbe has an outstanding administrative, teaching and leadership record that spans nearly 30 years at both two-year and four-year institutions of higher education. Under his leadership, he joined HETS when he was the President at Cumberland County College. Also, as BCC President, he continued his support to HETS and hosted several HETS board meetings, including the 25th celebration in June 2016. Certainly, Thomas’ active participation and leadership will be missed in HETS Board meetings and events.

Faust Gorham served as Associate Vice President and Chief Information Officer at California State University Bakersfield since 2015. Under his outstanding leadership, CSUB rejoined HETS in June 2021, and he participated virtually in several meetings. Board members met him in person at their meeting held in Long Beach in June 2023. Although his relationship with HETS was brief, his unwavering support for HETS and his commitment to education will be missed. His extraordinary sense of purpose made him a leader of unmatched caliber, leaving behind a remarkable legacy. Rest in peace!

A lo largo de su historia de 30 años, HETS ha tenido el privilegio de reunir a un número sobresaliente de líderes educativos de gran renombre. Muchos de estos líderes han guiado los pasos de la organización desde sus inicios, como sus padres fundadores, mientras que otros se han unido a ellos en el camino, dejando importantes contribuciones. Este espacio en nuestro informe anual reconoce a varios de los líderes que ayudaron a desarrollar lo que es el Consorcio HETS hoy, por lo que agradecemos su LIDERAZGO y LEGADO.

Dr. José F. Méndez González (RIP)
Former President
Ana G. Méndez University

Dr. Thomas Isekenegbe
President
Bronx Community College
CUNY

Dr. Faust Gorham (RIP)
Assoc. VP Information Technology Services & CIO
California State University Bakersfield
(Designated Representative)
HETS 1993-2023: REVIEW OF OUR JOURNEY AND VISION FOR 30 YEARS

Since its foundation in 1993, the HETS Consortium has been in a process of constant evolution with significant growth and development as an organization within the Hispanic Higher Education scenario. Moreover, it continued to progressively define its focus and its role as a capacity-building and support resource for member institutions. HETS also gained recognition within the educational technology industry, which was fundamental in building bridges between organizations in the industry and member institutions. This section includes a summary of the objectives and activities accomplished during this period.

Among its many accomplishments, we would like to highlight the following:

• Encouraged and promoted the publication of articles related to Hispanics’ access to higher education, retention, and assessment through the HETS Online Journal. More than 140 articles have been published in 13 HETJ issues.
• Disseminated and promoted successful models and best practices through best practices showcases, special events, social media tools, Virtual Plaza, and email campaigns. More than 150 best practices have been showcased through the HETS in person, hybrid, and the Virtual BPS.
• Delivered numerous cost-efficient training opportunities (workshops, webinars, special events, collaboration with members and partners). More than 60 sessions of the HETS signature workshops (face to face and online) were delivered, including five sessions of its new Learning Technology and Leadership Academy. The organization reached more than 1,200 workshop participants in the last ten-year period. There were also 25 special events with over 1,500 registrations.
• Supported faculty members and administrators in the development and implementation of models that foster motivation, retention, and success through the strategic use of technology.
• Conducted initiatives to support students’ access to and success in Higher Education. The Peterson’s Test and Carrer databases had more than 60,000 visits from nearly 35 member institutions since HETS included this exclusive access in its Student Placita back in year 2007.
• Encouraged and involved students from member institutions in events specifically designed for them like the Student Leadership Showcase and Tour. Since the first Showcase held in 2014 at the Metropolitan Campus of the Inter American University of Puerto Rico, nearly 8,000 students have attended the events and more than 5,000 students connected with the organization on its Showcases Tour.
• Identified expert resources among members and partners to provide guidance on implementing retention/student engagement models through technology.
• Increased HETS visibility internally and externally. HETS conducted nearly 160 meetings across visited member campuses and reached out to numerous educational institutions, corporations, nonprofit organizations, and international entities.
• Identified and attracted corporate partners and sponsors for HETS events like Microsoft, Banco Popular de Puerto Rico, Google, among others.
• Increased the self-sustainability potential of the organization by diversifying its funding sources.
• Outreached for new member institutions in the US, Puerto Rico and Latin America. The number of member institutions increased over 20 from 2013 to 2023.

ENHANCING THE CAPACITY OF OUR MEMBERS THROUGH PROFESSIONAL DEVELOPMENT

Back in 1993, the initial purpose of the Hispanic Educational Telecommunications System Consortium (former name of HETS), was to seek funds as a joint venture to enable the affiliated institutions to share courses through telecommunications and videoconferences. In 1995, the organization received a grant from the U.S. Department of Commerce for its nine member institutions to establish electronic classrooms with satellite connections to share their academic offerings at-a-distance. In 1999, the awarding of a $2 Million “Learning Anytime Anywhere Partnership” (LAAP) grant from the US Department of Education helped develop an online network of support services aimed at helping students and faculty bridge the digital divide. During the LAAP grant era (1999 to 2005), HETS was able to develop several online support projects, but, at the same time, it was able to gain great exposure within the Hispanic Higher Education sector in Puerto Rico and the US. Also, through the LAAP grant, HETS provided incentives to faculty from 14 member institutions for the development of online courses, as well as for several academic collaboration initiatives among partner institutions to create joint, online degree programs and certificates.

In 2006, a key change and achievement was the Consortium’s focus on the development and delivery of professional development opportunities to address the needs identified among member institutions. HETS Professional Development Events, popularly known as PDEs, have been a signature service. This new venture gave HETS not only a means to provide member constituencies with the support needed to effectively implement and use technologies, but also a new vehicle towards self-sustainability in this post-grant era. Building an understanding of the increasing need for faculty development, support, and training has allowed HETS to set up a system to strengthen and increase professional development opportunities through a program that targets, not only faculty, but also administrators in the student support, instructional technology, and academic affairs areas.
SHARING RESOURCES THROUGH THE WEB: THE VIRTUAL PLAZA & SOCIAL MEDIA

During the LAAP grant era (1999 to 2005), HETS was able to develop several online support projects. One of the most significant initiatives during this period included the development of the HETS Virtual Learning and Support Plaza (a.k.a. Virtual Plaza), a bilingual interactive virtual community for learning, support, and collaboration, for students, faculty, and professional mentors.

During year 2006-2007, HETS established an agreement to provide members with free access to the Testing and Education Reference Center (TERC), known today as the Peterson’s Test Prep. This database provides resources to prepare users for standardized tests, graduate degrees, and making career choices. During year 2009-2010, the “Career Transition” service was added, know today as Peterson’s Career Prep, to support students with resources and tools to help them with the job search process. Since 2007, both databases have been accessed by nearly 60,000 visitors.

In 2010, HETS started to use social media tools to continue reaching out to new audiences to continue promoting best practices among members and non-members. The Consortium opened its YouTube Channel and expanded its presence in social networks like Twitter, Facebook, LinkedIn, and Instagram. During 2011-2012, HETS website was updated with numerous new tools. A collaboration agreement was established with HETS Major Corporate Partner Grupo Parada, known today as InQmatic, to increase the sites’ visibility and functionality. As part of the 30th Anniversary HETS launched a new website layout and enhanced its navigation and functionality.

TAKING EDUCATION TO A HIGHER LEVEL: THE HETS ONLINE JOURNAL

One of the most significant achievements in the history of the Consortium was the development of its first peer reviewed journal, after the Board of Directors approved a proposal presented by Dr. Eduardo Martí, former HETS Chairman, to develop the HETS Online Journal. The Journal incorporates the talent of member institutions to disseminate research and share successful models that integrated technology; promote innovative practices; and support faculty with efforts to promote quality teaching and assess learning, among other topics. The first issue was launched in 2010 and second issue on March 2011. Since then, the journal has been regularly published twice a year (fall and spring) gathering more than 120 articles. The HOJ issues have had more than 100,000 views. In 2022, the Journal moved from the HETS website to an open editorial platform to enhance its Editorial Board peer reviewed process and increase its visibility and contribution. The platform provided reports related to the access and readiness attached to each DOI. The strictness on the review and selection of articles to be published only delivers the best of the best.

By 2007, the PDEs began to be offered as part of a workshop series that allowed participants to earn a certification in the “Integration of New Technologies in Higher Education”, as well as continuing education credits. In 2008, as part of the Professional Development Events (PDE) program, HETS delivered a training series for member institutions in the US Northeast Region. The “New York Training the Trainer Series” served the specific needs of institutions in the Northeast region. In 2009-2010, the HETS Certification workshops were redesigned to be delivered completely online on two different platforms (Blackboard and Moodle).

From 2010 to 2023, more than 60 sessions of the HETS signature workshops (face to face and online) were delivered, including the Teaching Online (TOL) workshop; the HETS Certification “Integration of New Technologies in Higher Education”; the New York “Training-the-Trainer” series; workshops in New York on “Assessing Quality in Online Course Design and Delivery”; tailored online and in person workshops; and its new Learning Technology and Leadership Academy.

Other educational special events have included conferences in collaboration with member institutions or corporate partners. HETS has also been offering educational services internationally through its partnership with Blackboard in countries like Colombia and Mexico.
STAYING CONNECTED: STRATEGIC COLLABORATION AND ALLIANCES

A key change during year 2006-2007 was the amendment to the HETS Bylaws that allowed educational institutes, high schools, corporations, professional organizations, related nonprofit organizations, and corporations to affiliate to the Consortium and collaborate with member institutions. These organizations now could participate in committees and task forces, attend HETS events at discounted rates, access data, and network and collaborate with HETS member institutions, among others.

In 2023, ten Partners and Corporate Members share their vision and collaborations with HETS Member Institutions during the Corporate Sessions as part of the Board Meetings celebrated twice a year. Increase in corporate relations has resulted of new partnerships like the provision of free license to the Anthology - Blackboard Learning Management System to offer workshops to faculty and administrators since 2009, hosted and managed by University of Texas Rio Grande Valley, one of HETS founding member institutions.

PROMOTING GROWTH AND DEVELOPMENT

During its 30 years of history, HETS organizational growth and development goals have been set to increase its potential and services to its members.

ENHANCING SUSTAINABILITY

Since its inception, the HETS Consortium has evolved from the use of telecommunications into the asynchronous modes of anywhere-anytime learning, and the use of technology to reach greater collaboration among and within educational institutions. It is the first bilingual consortium dedicated to expanding higher education and training opportunities to Hispanic learners through distance learning.

COMMITMENT TO EXCELLENCE AND INNOVATION: THE HETS VIRTUAL BEST PRACTICES SHOWCASE

In 2010, HETS once again established an important precedent by celebrating the first HETS Best Practices Showcase (BPS) to recognize and share the outstanding work of its member institutions.

This first event gathered representatives from 24 member institutions and 32 different projects were presented.

Following the success of its 2010 and 2011 Best Practices Showcase, HETS Board of Director decides to alternate the in-person BPS with a virtual one. In January 2013, HETS offered its first ever Virtual Best Practices Showcase. The opening session panel and the recorded sessions of the presentations transmitted live during the Conference were uploaded and share through the HETS website www.hets.org. As of today, more than 150 best practices have been showcased through the HETS in person, hybrid and Virtual BPS.

PROMOTING THE ACCESS TO HIGHER ED: THE HETS ACADEMIC FAIR AND THE SUMM ALLIANCE

As part of the 2010 Best Practices Showcase, HETS also organized its first ever Academic Fair, with the participation of 15 member institutions, including five institutions from the United States. Since 2010 to 2020, all in person BPS includes a HETS Academic Fair, which helped gather more than 4,000 attendees and more than 30 educational institutions. In 2022, HETS established an alliance with The Summ: Student Experience Summitt and provided the opportunity to its member institutions in PR, the US and Latin America to reach out to more than 4,000 students in the Island interested in perusing a higher education degree.
EXPANDING HORIZONS THROUGH STRATEGIC OUTREACH

In 2006, the organization has expanded its exposure by strategically promoting services to its members such as the Virtual Plaza, HETS Online Journal, Online Workshops and Best Practices Showcase to different audiences.

HETS Staff participated at different events held on its member institutions like the Technological Fair at College of Staten Island and California State University San Bernardino, in which students took advantage of the Virtual Plaza services presentations. Also, HETS promoted its services at the Inter American University of PR Law School, and Aguadilla, Carolina, Humacao and Bayamon Campuses of the UPR Academic Fairs, among others.

PROMOTING HETS WORK

In 2007, HETS also began a series of campus visits to actively promote its services among member institutions and increase exposure and recognition among member constituencies. These visits are also an essential vehicle to identify members’ needs and challenges. Campus visits have been highly significant, as well, in reaching out to faculty and administrators and achieving greater involvement from members. During years 2012-2023, nearly 2,000 representatives from more than 35 member institutions in Puerto Rico, mainland US, and internationally have been reached.

HETS sustainability has been possible by the outreach efforts, memberships, workshops and special events. Also, by promoting HETS services, new alliances and collaborations have emerged as a result. Web presence has been determinant in reaching HETS goals. Also, to promote events and services, targeted email campaigns have been sent and social media presence actively added at YouTube, Twitter, Facebook, LinkedIn, and Instagram.

Additional promoting efforts have been made through the publication of the print, online version and massive mailing of HETS annual reports. The annual report was distributed among members and other institutions. As a result of these mailing efforts, several institutions and organizations have accepted our invitation and joined HETS.
2022-2023 HETS FINANCIAL STATEMENT

STATEMENT OF ACTIVITIES 2022-2023

REVENUES

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>Actual</th>
<th>Budget</th>
<th>Year to date</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership Dues</td>
<td>$174,000</td>
<td>$191,500</td>
<td>(17,500)</td>
<td>90.86</td>
</tr>
<tr>
<td>Corporate Sponsorships</td>
<td>45,560</td>
<td>47,560</td>
<td>(2,000)</td>
<td>95.79</td>
</tr>
<tr>
<td>Best Practices Showcase</td>
<td>19,550</td>
<td>22,500</td>
<td>(2,950)</td>
<td>86.89</td>
</tr>
<tr>
<td>Workshops &amp; Academy</td>
<td>16,124</td>
<td>25,780</td>
<td>(9,656)</td>
<td>62.54</td>
</tr>
<tr>
<td>Other</td>
<td>15</td>
<td>0</td>
<td>15</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>255,249</td>
<td>287,340</td>
<td>(32,091)</td>
<td>88.83</td>
</tr>
</tbody>
</table>

EXPENSES

<table>
<thead>
<tr>
<th>Description</th>
<th>Actual</th>
<th>Budget</th>
<th>Year to date</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Expenses</td>
<td>18,785</td>
<td>24,406</td>
<td>(5,621)</td>
<td>76.97</td>
</tr>
<tr>
<td>Direct Services</td>
<td>178,060</td>
<td>193,559</td>
<td>(15,499)</td>
<td>91.99</td>
</tr>
<tr>
<td>Operational Expenses</td>
<td>59,829</td>
<td>69,375</td>
<td>(9,546)</td>
<td>86.24</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>256,374</td>
<td>287,340</td>
<td>(30,666)</td>
<td>89.33</td>
</tr>
</tbody>
</table>

Change in Net Assets

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>Budget</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in Net Assets</td>
<td>($1,425)</td>
<td>$0</td>
<td>(1,425)</td>
</tr>
</tbody>
</table>

ASSETS

CURRENT ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Banco Popular Checking Account</td>
<td>$109,742.78</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>44,478.29</td>
</tr>
<tr>
<td>Prepaid Expenses</td>
<td>7,017.60</td>
</tr>
<tr>
<td><strong>TOTAL CURRENT ASSETS</strong></td>
<td><strong>161,238.67</strong></td>
</tr>
</tbody>
</table>

PROPERTY AND EQUIPMENT

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equipment</td>
<td>1,862.76</td>
</tr>
<tr>
<td>Accumulated Depreciation</td>
<td>(1,440.33)</td>
</tr>
<tr>
<td><strong>TOTAL PROPERTY AND EQUIPMENT</strong></td>
<td><strong>422.43</strong></td>
</tr>
</tbody>
</table>

**TOTAL ASSETS** $161,661.10

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Payable</td>
<td>$20,263.40</td>
</tr>
<tr>
<td>Accrued Expenses</td>
<td>25,651.32</td>
</tr>
<tr>
<td>Deferred Revenues</td>
<td>17,550.00</td>
</tr>
<tr>
<td><strong>TOTAL CURRENT LIABILITIES</strong></td>
<td><strong>63,464.72</strong></td>
</tr>
</tbody>
</table>

NET ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Net Assets</td>
<td>99,624.23</td>
</tr>
<tr>
<td>Net Income</td>
<td>(1,427.85)</td>
</tr>
<tr>
<td><strong>TOTAL NET ASSETS</strong></td>
<td><strong>98,196.38</strong></td>
</tr>
</tbody>
</table>

TOTAL LIABILITIES & NET ASSETS $161,661.10

HETS REVENUES DISTRIBUTION

<table>
<thead>
<tr>
<th>Description</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership Dues</td>
<td>18%</td>
</tr>
<tr>
<td>Corporate Sponsorships</td>
<td>68%</td>
</tr>
<tr>
<td>Best Practices Showcase</td>
<td>8%</td>
</tr>
<tr>
<td>Workshops &amp; Academy</td>
<td>6%</td>
</tr>
</tbody>
</table>

HETS EXPENSES DISTRIBUTION

<table>
<thead>
<tr>
<th>Description</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership Dues</td>
<td>23%</td>
</tr>
<tr>
<td>Corporate Sponsorships</td>
<td>7%</td>
</tr>
<tr>
<td>Best Practices Showcase</td>
<td>7%</td>
</tr>
<tr>
<td>Workshops &amp; Academy</td>
<td>68%</td>
</tr>
</tbody>
</table>

HETS DIRECT SERVICES DISTRIBUTION

<table>
<thead>
<tr>
<th>Description</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online Resources</td>
<td>30%</td>
</tr>
<tr>
<td>Student Leadership &amp; Best Practices</td>
<td>8%</td>
</tr>
<tr>
<td>HETS Professional Development Events (PDEs)</td>
<td>13%</td>
</tr>
<tr>
<td>HETS Online Journal (Peer Reviews)</td>
<td>22%</td>
</tr>
<tr>
<td>Grant and Sponsors Outreach</td>
<td>27%</td>
</tr>
</tbody>
</table>
CREDITS & GENERAL INFORMATION

EDITING AND PRODUCTION
Dr. Yubelkys Montalvo
Executive Director, Production

Dr. María Luisa Hernández Noa
Editor

DESIGN
Mr. Jaime O. Díaz Cabán

PRINTING
Model Offset Printing Corp.

POSTAL ADDRESS
Hispanic Educational Technology Services (HETS)
Inter American University of Puerto Rico
Metropolitan Campus, Room 128
P.O. Box 191293
San Juan, PR 00919-1293

PHYSICAL ADDRESS
Inter American University of Puerto Rico
Metropolitan Campus, Room 128
Road PR #1 Francisco Seín Corner
Río Piedras, PR 00919

Phone: (787) 250-1912, extensions 2372 and 2373

Website: hets.org

E-mail: info@hets.org
Thank you for your commitment with the evolution and success of HETS!

¡Gracias por su compromiso con la evolución y éxito de HETS!
FOLLOW US!

Facebook
facebook.com/hetsorg

Instagram
instagram.com/hetsorg

LinkedIn
linkedin.com/company/hets

X
x.com/hetsorg

YouTube
youtube.com/hetsorg

e-Mail
info@hets.org

Web
hets.org