

*Celebrating
30 years
años*



Hispanic Educational Technology Services

Annual Report 2022-2023

Special Edition



Hispanic Educational Technology Services

**IT'S MORE THAN HIGHER EDUCATION ...
IT'S A HIGHER VISION!**

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MESSAGE FROM THE CHAIRMAN OF THE BOARD OF DIRECTORS

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,

A handwritten signature in black ink, appearing to read 'Carlos Morales'.

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 focusses 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,

A handwritten signature in black ink, reading "Yubelkys Montalvo". The signature is fluid and cursive, with the first name being more prominent.

Yubelkys Montalvo, Ed.D.
Executive Director

2022-2023 HETS BOARD OF DIRECTORS

EXECUTIVE COMMITTEE



Dr. Carlos Morales
HETS Chairman
President
Tarrant County College
- Connect Campus, Texas



Dr. Olga Rivera
HETS Vice Chair
President
& Chief Executive Officer
ICPR Junior College



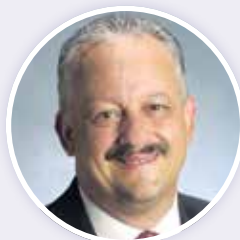
Eng. Gladys Nieves
HETS Treasurer
President
EDP University of Puerto Rico



Dr. Carlos Vargas-Aburto
HETS Secretary
President
Southeast Missouri
State University



Dr. Havidán Rodríguez
East Regional Representative
President
University at Albany
SUNY



Dr. Tomás Morales
West Regional Representative
President
California State University
San Bernardino



Dr. Maritza Rondón
International Regional
Representative
Chancellor
Universidad Cooperativa
de Colombia



Mr. Chris Manriquez
Vice President for Information
Technology and Chief
Information Officer
California State University
Dominguez Hills
(Designated Representative)



Dr. Toyin Tofade
President
Albany College of Pharmacy
and Health Sciences
New York



Dr. Nelson Soto
President
Albizu University
Puerto Rico & Florida



Dr. Jane Close Conoley
Vice President
California State University
Long Beach



Dr. Amir Dabirian
Provost and Vice President for
Academic Affairs
California State University
Fullerton
(Designated Representative)



Dr. Patricia Khan
CIO & Assistant Vice President,
Information Technology
Services
College of Staten Island, CUNY



Dr. Elsa Nuñez
President
Eastern Connecticut
State University



Dr. Tom Mills
President
Hill College
Texas



Dr. Daisy Cocco De Filippis
President
Hostos Community College
CUNY



Dr. Shantay R. Grays
Vice Chancellor,
Student Services
Houston Community College
Texas
(Designated Representative)



Mr. Jorge E. Mojica, Esq.
President
Humacao Community College
Puerto Rico



Dr. Carmen V. Lidz
Vice Chancellor
and Chief Information Officer
Los Angeles Community
College District, California
(Designated Representative)



Ms. Jennifer Lang
Professor
Louisiana Community and
Technical College System
(Designated Representative)



Dr. Kristina Harb
Title V Program Assistant,
On Pace for STEM Success
New Jersey City University
(Designated Representative)



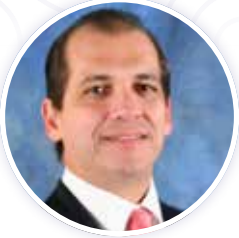
Dr. Christine Mangino
President
Queensborough Community
College, CUNY



Dr. Larry D. Johnson, Jr.
President
Guttman Community
College, CUNY



Dr. Lisa Vollendorf
President
SUNY Empire State College
New York



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
 Núñez, MSN, DHC**
 President
 Atenas 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
 Bakersfield
 (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



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 Dean
 Colegio Universitario de San Juan
 Puerto Rico



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



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 President
 John Jay College
 of Criminal Justice, CUNY



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 Vice President
 for Enrollment Management
 Kingsborough Community
 College, CUNY
 (Designated Representative)



Dr. Kenneth Adams
 President
 LaGuardia Community
 College, CUNY



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



Dr. Fernando Delgado
 President
 Lehman College, CUNY



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)

INTERNATIONAL MEMBERS



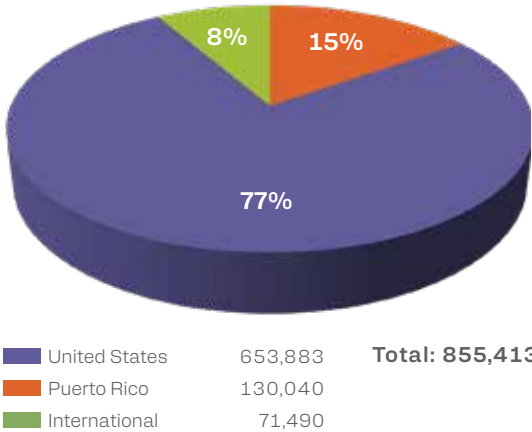
ECUADOR
**Dr. Ángel E. Ernesto
 Huerta Vélez**
 Chancellor
 Instituto Tecnológico
 Universitario Rumiñahui



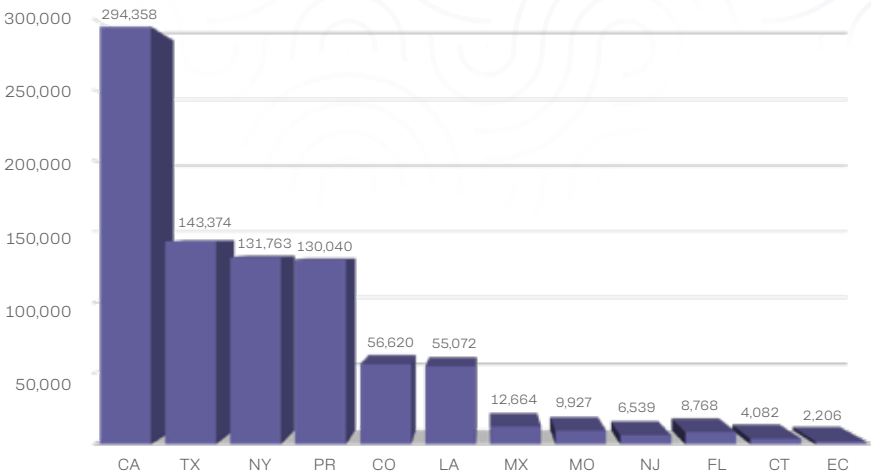
MÉXICO
Antonio Leaño Reyes, Esq.
 Chancellor
 Universidad Autónoma
 de Guadalajara

2022-2023 HETS MEMBERSHIP PROFILE

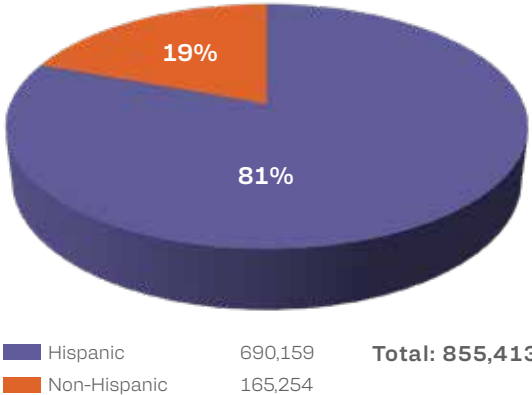
TOTAL ENROLLMENT AMONG HETS MEMBERS



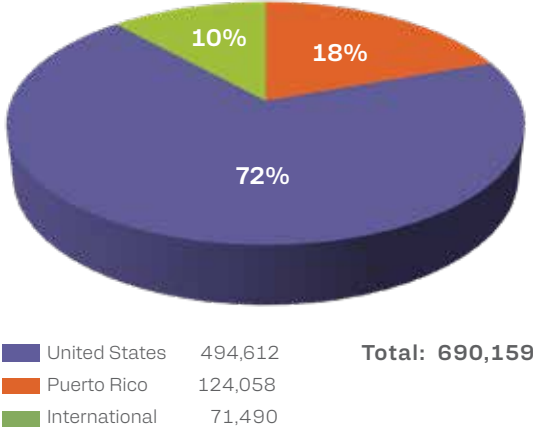
STUDENT ENROLLMENT AMONG HETS MEMBER INSTITUTIONS BY STATE



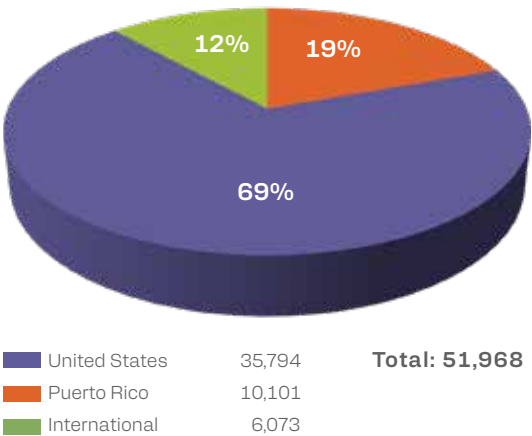
HISPANIC STUDENTS ENROLLMENT AMONG HETS MEMBERS



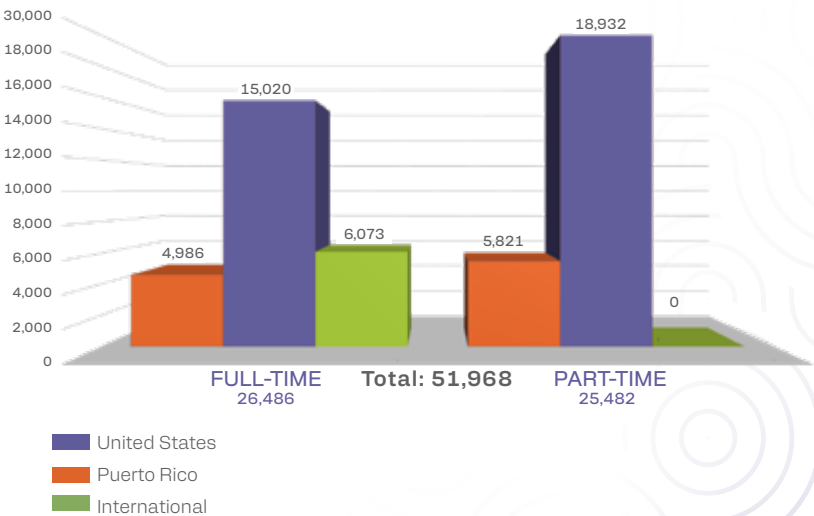
DISTRIBUTION OF HISPANIC ENROLLMENT (81%)



TOTAL FACULTY AT MEMBER INSTITUTIONS



FULL-TIME AND PART-TIME FACULTY AMONG HETS MEMBERS



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.

2022-2023 OVERVIEW



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

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El año académico 2022-2023 marcó el tercer año del Plan Estratégico de HETS. La organización capitalizó en su experiencia en el uso de la tecnología en la educación superior, para continuar proveyendo a sus instituciones miembros y el público en general, servicios y oportunidades educativas. Este período se caracterizó por un nuevo modelo de hacer las cosas. La modalidad híbrida se convirtió en el nuevo modelo para enseñar y aprender, e igualmente, para las interacciones de HETS con su audiencia. HETS se enfocó en continuar aportando en las tres áreas modulares de su Plan Estratégico, desarrollando e implementando iniciativas para atender las necesidades tanto de miembros de la facultad, administradores, y estudiantes.



2022-2023 ACHIEVEMENTS: ACCESS

The goal of this strategic core area is to foster Hispanic student access and opportunities in higher education. Specifically, HETS aims to increase members' understanding of factors that limit Hispanics 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 estudiantiles 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 ONLINE JOURNAL

The HETS Online Journal is a collaborative initiative to disseminate research on the factors that limit Hispanics student access to higher education and successful strategies using technology to help overcome existing barriers to higher education. As part of the first core area, Access, for the period of 2022-2023 the organization's peer-reviewed journal published two articles per semester

El HETS Online Journal es una de las iniciativas colaborativas que permite difundir resultados de investigaciones sobre los factores que limitan el acceso de los hispanos a la educación superior y estrategias exitosas que utilizan tecnología para ayudar a superar las barreras existentes para la educación superior. Para el período de 2022-2023, se publicaron dos artículos para la edición de otoño y dos para la edición de primavera, respectivamente.

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.

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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.



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".



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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.

ñ *Anualmente, HETS celebra su "Student Leadership Showcase" (SLS) para promover los múltiples servicios que provee para ampliar las oportunidades de los estudiantes hispanos. En 2022-2023, se ofrecieron cuatro eventos, incluyendo una versión híbrida del "Student Leadership Showcase" en español para Puerto Rico y Latinoamérica, y otra versión virtual en inglés para estudiantes en Estados Unidos y otros. Ese año académico, los eventos beneficiaron a más de 1,700 estudiantes.*



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.

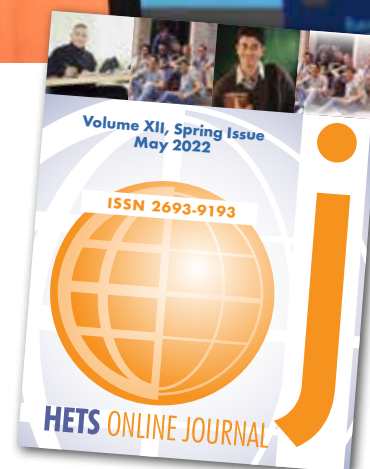


ñ *Otro objetivo clave del trabajo de la organización para aumentar el acceso de los estudiantes hispanos a la educación superior es la oferta de recursos de apoyo. HETS provee acceso a múltiples recursos en línea, incluyendo herramientas de exploración de carreras, información sobre instituciones y programas de educación postsecundarios, recursos sobre procesos de admisión, pruebas estandarizadas y ayuda financiera. Durante 2022-2023, el total de visitas a la página de la Placita del Estudiante fue de 46,332 y de 27,336 para la Placita de la Facultad a diferencia de las 17,475 de ambas Placitas en 2021-2022, lo que supone un incremento del 321%. Asimismo, durante 2022-2023, el total de visitas únicas a la Plaza Virtual fue de 73,668, en comparación con 40,788 del año 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.

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El objetivo de esta área estratégica es optimizar la capacidad de las instituciones miembros para utilizar la tecnología como medio para mejorar sus iniciativas de retención. Otro objetivo clave es el fomentar los esfuerzos de retención de las instituciones a través de los servicios de apoyo al estudiante que HETS ofrece. Para cumplir con estos objetivos, el Consorcio se enfoca en las siguientes estrategias: Divulgación de investigación, mejores prácticas y modelos exitosos enfocados en el uso de la tecnología para mejorar la retención estudiantil; Promover y apoyar la implementación de servicios de apoyo al estudiante que utilizan recursos tecnológicos para aumentar la retención; Proveer a los estudiantes acceso a una serie de servicios y recursos de apoyo en línea. Otras estrategias claves incluyeron el establecimiento de redes con estudiantes de sus instituciones miembros, en colaboración con líderes de organizaciones estudiantiles.

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HETS promueve la publicación de artículos de investigación relacionados con el apoyo y la retención de estudiantes en el HETS Online Journal. Al final del año académico 2022-2023, se publicaron cuatro (4) artículos en comparación con 7 (siete) artículos en el 2021-2022. Sin embargo, este año se superaron las expectativas al trasladar la Revista a una nueva plataforma Editorial y añadir el identificador de objeto digital (DOI) a los artículos con el apoyo del Consejo Editorial y de un nuevo consultor de HETS en esta área.

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.

El HETS Best Practice Showcase (BPS) permite compartir mejores prácticas sobre el uso de la tecnología para mejorar los niveles de retención entre los estudiantes hispanos. Durante la edición híbrida del BPS, se presentaron cinco (5) propuestas en el track de Retención versus seis (6) presentaciones de 2022. Además, el BPS superó las expectativas al añadir una nuevo track para estudiantes y contar con 13 nuevos presentadores de los 40 que participaron.



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.

HETS continúa enfocándose en proveer a los estudiantes acceso a recursos en línea, herramientas y servicios de apoyo estudiantil a través de su Student Placita. Durante el período estratégico actual, HETS ha logrado expandir y optimizar las herramientas existentes, así como en promover activamente estos servicios para aumentar su uso. Durante este periodo académico, el uso de las bases de datos Peterson's Test y Career Prep, de acceso exclusivo e ilimitado como parte de los beneficios de la afiliación a HETS, alcanzó más de 9,000 visitas versus 7,368 de 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 realiza una serie de talleres para promover el uso de servicios de apoyo al estudiante. A través de estos talleres, la organización capacita al personal de apoyo estudiantil de sus instituciones miembros sobre los servicios disponibles. Durante el año académico 2022-2023, el personal de HETS capacitó a un total de 46 miembros del personal de apoyo estudiantil de siete (7) instituciones miembros en Puerto Rico y cuatro (4) instituciones en los Estados, a medida que continúa el trabajo para cumplir con el objetivo del Año 6 de desarrollar "mini talleres" sobre habilidades específicas de apoyo estudiantil.



STUDENT AMBASSADORS PROGRAM AND WEBINARS

HETS aims at promoting student support services through the Student Ambassadors Program, a peer-driven program in which HETS-trained student leaders, reach out and provide orientation and guidance to other students at their institutions, regarding HETS student support services. As of the end of the academic year 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.

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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.



2022-2023 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-LTLA).
5. Participate in initiatives to support and disseminate research on online learning.

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



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 17 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%.

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HETS promueve la difusión de investigaciones y mejores prácticas sobre aprendizaje en línea efectivo y de alta calidad y la integración de la tecnología, con énfasis en estrategias que respondan a las necesidades de los estudiantes hispanos. En el 2021-2022, un total de nueve (9) artículos fueron publicados. Además, se sometieron un total de 21 artículos para publicación, en comparación con 18 a junio de 2022. De estos, 17 fueron aprobados y publicados a junio de 2023, en comparación con 13 a junio de 2022. Con respecto a las vistas de Google Analytics del HOJ, al final del año académico, la Revista logró cerca de 11,900 visitas y más de 18,500 vistas adicionales reportadas por las bases de datos de EBSCO a marzo de 2023 versus 17,987 a junio 2022, representando un aumento de 4% comparado con el año anterior.



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.

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El año académico 2022-2023 marcó un momento importante para el HETS Best Practices Showcase. Por segunda vez, el evento se realizó en modalidad híbrida, permitiendo ampliar el alcance a una mayor audiencia. También, HETS publicó otra edición de actas (proceedings) para destacar y documentar el trabajo de los presentadores. Durante el 2023 “Best Practices Showcase”, el evento contó con 9 proyectos provenientes de nueve instituciones miembros y el BPS superó las expectativas al agregar un nuevo “track” para estudiantes y tener 13 nuevos presentadores de los 40 presentes.

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.

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Durante el 2022-2023, HETS continuó brindando oportunidades de desarrollo para los miembros de facultad a través de talleres en línea, webinars y eventos educativos especiales. Los talleres incluyen un total de ocho (8) sesiones de capacitación, incluyendo cuatro (4) oportunidades presenciales y cuatro (4) sesiones en línea, seis (6) en español y dos (2) en inglés. La organización ofreció una capacitación en línea en español durante el semestre de otoño, relacionada con elementos básicos para un diseño efectivo en el aprendizaje en línea para mejorar la retención, que contó con 41 inscripciones de 12 instituciones en Puerto Rico y Colombia, la misma capacitación en línea durante el semestre de primavera con 12 participantes y un taller en persona para profesores de la Universidad Central del Caribe con 30 participantes.

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 HSI 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.

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Durante este año académico, HETS anunció la tercera edición de la Academia de Liderazgo de Tecnologías de Aprendizaje (H-LTLA), un programa de desarrollo profesional centrado en el desarrollo de la próxima generación de líderes para servir en HSI para promover y facilitar la adopción de tecnologías de enseñanza y aprendizaje. A través de la Academia, los asistentes obtienen conocimientos y habilidades con presentaciones sincrónicas coordinadas por líderes de la comunidad de educación superior. Se anunció una edición de otoño para noviembre de 2022 y se seleccionaron tres participantes. Los tres seleccionados participaron en las ediciones ofrecidas en junio de 2023, con otros seleccionados para un total de 21 participantes. Hasta el momento, 62 personas han participado en las ediciones celebradas desde su creación. Todos los antiguos alumnos recibieron una insignia digital y un certificado de Educación Continua de 2.4 créditos.





PUBLICATIONS

HETS provides member institutions with access to multiple publications on distance education in Puerto Rico, developed and published in collaboration with the University of Puerto Rico, Río 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.

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HETS provee a sus instituciones miembros acceso a varias publicaciones sobre educación a distancia en Puerto Rico, desarrolladas y publicadas en colaboración con el Recinto de Río Piedras de la Universidad de Puerto Rico, *Virtual Educa* y el Departamento de Estado de Puerto Rico. Estos informes están disponibles, libre de costo a través de la página web de HETS. Cuatro (4) informes de investigación han sido publicados y puestos a disposición en línea: “Educación virtual y a distancia en Puerto Rico”, tuvo seis (6) descargas; “*Documento de trabajo: teoría y práctica de la educación a distancia en Puerto Rico*”, tuvo un total de 53 descargas; *Lo obvio y lo escondido de la educación a distancia en Puerto Rico*, tuvo 52 descargas y, el artículo más reciente, “*El futuro de la educación a distancia en Puerto Rico*”, que ha sido descargado 62 veces. Las nuevas descargas en 2022-2023 fueron de 173 versus 574 descargas a junio de 2022, para un total de 2,730 descargas.

DISTANCE LEARNING WEBINARS

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 international institutions, and 22 organizations vs. more than 5,000 participants from 30 member institutions, 33 non-member institutions, 11 international institutions, and 22 organizations in 2021-2022.

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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 nuestras 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.

Resources / services available at:

WEBINAR IN ENGLISH:
CYBERSECURITY: PREPARING THE UNTAPPED HISPANIC COMMUNITY FOR THE PROFESSION

DATE: THURSDAY, APRIL 20, 2023
TIME: 3:00-4:00 P.M. (EST / PUERTO RICO TIME)
MODALITY: VIA ZOOM
REGISTER: HETS.ORG (NEXT EVENTS)

WEBINAR FREE OF CHARGE!

Shalom Cohen
President at
EZ Tech Assist

Amy Ramson, Esq.
Professor
Hostos Community College

Lianette Rosario
Director of Career Services

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.

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Las áreas estratégicas medulares, así como el trabajo y progreso de la organización durante el período 2017-2023, están respaldados por estrategias de mercadeo, comunicaciones y desarrollo. Se espera que estas estrategias ayuden a aumentar la visibilidad de la organización; a mantener relaciones efectivas con sus miembros; y aumenten el interés de los socios corporativos y patrocinadores. También, se espera que atraigan el interés de públicos externos; mejoren el posicionamiento estratégico de la organización; y aumenten el crecimiento y la capacidad de sostenibilidad de HETS.

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.

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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.

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.

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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.

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.

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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.



EXPANDING RELATIONSHIPS AND VISIBILITY

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.



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Otra prioridad clave para HETS a lo largo de los años ha sido aumentar su visibilidad y expandir sus redes, tanto interna como externamente. En 2022-2023, HETS capitalizó en el potencial de su HETS Online Journal. Como resultado, publicó la edición de otoño en una nueva plataforma editorial que provee una navegación de sus usuarios y un proceso más ágil para sus autores y miembros del comité editorial. Además, HETS continuó fortaleciendo su alianza con organizaciones como ICANN; Internet Society; Connect Marketplace; Banco Popular de PR; Virtual Educa, y The SUMM: Student Experience. Igualmente estableció nuevos acuerdos con aliados corporativos EdutechLoft, Credly, y IMEX.

Además, HETS implementó una estrategia de mercadeo digital agresiva en apoyo a la gran cantidad de webinars realizados. Un total de 173 campañas de correo electrónico fueron enviados. Asimismo, se publicaron 20 noticias en el sitio web de HETS. En términos de la presencia en redes sociales (Twitter, LinkedIn, Facebook, Instagram y YouTube) se incrementó la cantidad de publicaciones y el número de vistas.

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.

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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. Thomas Isekenegbe
President
Bronx Community College
CUNY

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.



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

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 (RIP)
Assoc. VP Information
Technology Services & CIO
California State University
Bakersfield
(Designated Representative)

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!

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 HOJ 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.



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.

TAKING EDUCATION TO A HIGHER LEVEL: THE HETS ONLINE JOURNAL



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.

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.



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 Summit 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.

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

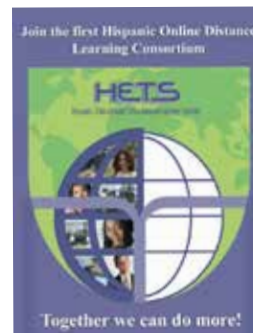
organizations now could participate in committees and task forces, attend HETS events at discounted rates, access data, and network and collaborate with HETS member institutions, among others.

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.

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 You Tube, 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

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

EXPENSES

Administrative Expenses	18,785	24,406	(5,621)	76.97
Direct Services	178,060	193,559	(15,499)	91.99
Operational Expenses	59,829	69,375	(9,546)	86.24
Total Expenses	256,374	287,340	(30,666)	89.33
Change in Net Assets	(\$1,425)	\$0	(1,425)	0.00

ASSETS

CURRENT ASSETS

Banco Popular Checking Account	\$109,742.78
Accounts Receivable	44,478.29
Prepaid Expenses	7,017.60

TOTAL CURRENT ASSETS 161,238.67

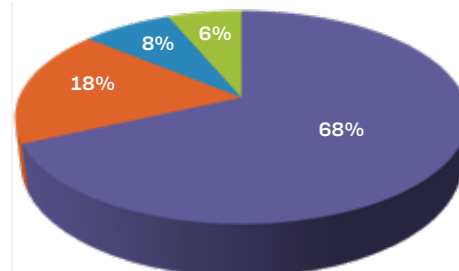
PROPERTY AND EQUIPMENT

Equipment	1,862.76
Accumulated Depreciation	(1,440.33)

TOTAL PROPERTY AND EQUIPMENT 422.43

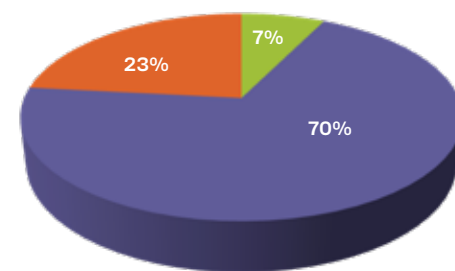
TOTAL ASSETS \$161,661.10

HETS REVENUES DISTRIBUTION



■ Membership Dues
■ Corporate Sponsorships
■ Best Practices Showcase
■ Workshops & Academy

HETS EXPENSES DISTRIBUTION



■ Direct Services
■ Operational Expenses
■ Administrative Expenses

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES

Accounts Payable	\$20,263.40
Accrued Expenses	25,651.32
Deferred Revenues	17,550.00

TOTAL CURRENT LIABILITIES 63,464.72

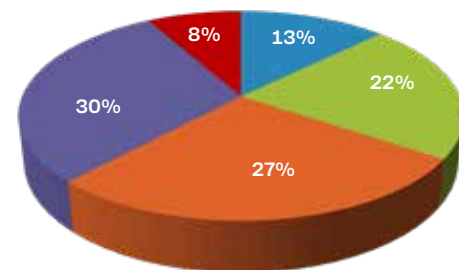
NET ASSETS

Total Net Assets	99,624.23
Net Income	(1,427.85)

TOTAL NET ASSETS 98,196.38

TOTAL LIABILITIES & NET ASSETS \$161,661.10

HETS DIRECT SERVICES DISTRIBUTION



■ Online Resources
■ Student Leadership & Best Practices
■ HETS Professional Development Events (PDEs)
■ HETS Online Journal (Peer Reviews)
■ Grant and Sponsors Outreach

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Thank you for your commitment with
the evolution and success of HETS!



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

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