



2025-2028 STRATEGIC PLAN
Three-Years Proposal for the HETS Strategic Plan Period
APPROVED SEPT-2025

June 2025

INTRODUCTION

The Hispanic Educational Technology Services (HETS) is the first bilingual consortium dedicated to serving the higher education needs of the fast-growing Hispanic communities and the academic community in general. This non-profit consortia-type organization is constituted by more than 45 affiliated post-secondary institutions in the United States, Puerto Rico, and Latin America Institutions. HETS seeks to promote, support, and increase the capabilities of member institutions to enhance Hispanic and all students' success and opportunities in Higher Education. HETS member institutions are constituted by nearly 45,000 faculty members and serve over 800,000 students, of which approximately 77% is Hispanic. Education and technology related corporations and nonprofit organizations from the United States, Puerto Rico, and Latin America have also joined varied group of institutions in support of the advancement of Higher Education and Hispanic and all students' success.

For almost 30 years, HETS has been a strong advocate of the use of innovative technologies to improve higher education opportunities for Hispanic and all students. Starting in 1993 as a group of institutions interested in sharing courses at distance, HETS 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. In 1995, HETS received funding from the Public Telecommunications Facilities Program of the US Department of Commerce to establish electronic classrooms at nine member institutions with satellite connections so they could share their academic offerings at a distance. In 1999, the Fund for the improvement of Post-Secondary Education (FIPSE) awarded HETS a Learning Anytime Anywhere Partnerships (LAAP) grant for the creation of an online bilingual support website for students and faculty training workshops and tools to expand Latino student's opportunities and access to education. HETS was able to develop a bundle of virtual learning and support services for students and faculty through a non-stop innovative web portal known as the Virtual Plaza. HETS also encouraged the development of joint online degree programs and certificates among member institutions, including over 50 academic leaders, faculty, and distance learning directors from 14 HETS member institutions.

Through the years, HETS has consistently continued to focus on strategic options to widen opportunities for the success of Hispanic and all learners and building the necessary support systems to achieve this using technology. The Consortium promotes a discourse on how to effectively incorporate technology into education to foster student success, providing guidance to members on technology options available and promoting distance education as a strategy to support the non-traditional Hispanic and all learners. Fostering quality teaching through the incorporation of technology is another essential part of the Consortium's agenda. Many of HETS efforts place emphasis on helping member institutions optimize faculty performance in both face-to-face and online environments through effective use of technology. Another priority has been to promote motivation, student engagement, and academic success. Furthermore, the Consortium centered on collaboration as a key strategy to pave the way for progress in Higher Education and, overall, for the success of the learner.

During its most recent strategic period, a five-year period from 2020 to 2025, HETS developed a series of programs and services to continue widening opportunities in Higher Education and further promote leadership and innovation. Through these programs and services, HETS promoted research and key issues in Hispanic Higher Education; directly impacted student and faculty; fostered ongoing learning and development; and established key partnerships and alliances to further impact education and foster innovation. The 2020-2025 Strategic Plan is the result of a collaborative process that incorporated survey feedback from member constituencies, the results from strategic sessions with the members of the Board of Directors, and guidance from the Board Executive Committee. Strategies also contemplated the contributions and experiences shared by several experts and collaborators at member institutions. Moreover, the strategic planning process took into consideration the knowledge and experience gained throughout the past five years. HETS continues to look into a future of innovation, effective relations, and both inter-institutional and intersectoral collaboration for the success of Hispanic Higher Education.

THREE-YEARS PROPOSAL FOR THE HETS STRATEGIC PLAN PERIOD

Several events impacted the implementation of the HETS 2020-2025 Strategic Plan. In January 2020, the earthquake emergency interfered with some of the HETS Best Practices Showcase participants. Later, in March 2020, HETS events and operations were significantly altered by the COVID-19 pandemic crisis. Consequently, the HETS Office and the HETS Executive Committee recommend extending the Strategic Plan period for three years, until June 2024. This allowed the organization to complete the implementation of some of the pending strategies and effectively adapt to the new scenario. In 2024, a new presidential election and government in the US banned some of the higher education initiatives like the diversity and inclusion programs, ending grants funds and initiatives already in place in some member institutions. In 2025, HETS staff sent online survey to its main audiences: Board members, faculty and administrators, and students to assess effectiveness and value provided to our member institutions and constituents, evaluate the impact of current offerings, services and initiatives, and to identify areas for improvement.

This strategic plan is based on the results of these assessments and includes ongoing activities from previous years that would continue in the upcoming years, and new initiatives and services proposed to adapt to this new reality.

HETS 2025-2028 STRATEGIC FRAMEWORK

Vision and Mission were revised as follows:

Vision: To become the leading bilingual technology consortium to enhance Hispanic and all students access and success in Higher Education.

Mission: To promote, support, and increase the capabilities of member institutions to enhance Hispanic and all students access, retention, and success in Higher Education through the strategic integration of technology.

Strategic Goals

1. Promote and advance innovation, leadership, and opportunities in Higher Education.
2. Promote and support the strategic and efficient use of technology to facilitate educational opportunities for Hispanic and all students.
3. Create ongoing development opportunities for faculty and administrators from member institutions in the use of technology to foster quality teaching, online learning, student access, and student retention.
4. Foster leadership development among Hispanic and all students from member institutions to widen their opportunities for success in Higher Education.
5. Provide access to up-to-date resources for faculty, administrators, and students from member institutions.
6. Foster the development and implementation of best practices.
7. Facilitate, promote, and nurture strategic alliances among members and with the academic, government, corporate, and non-profit sectors.

Principles that Guide our Work

- Innovation
- Collaboration
- Strategic networking and alliance-building
- Culture of service
- Ongoing organizational learning and growth
- Leadership development
- Commitment to our members

2025-2028 STRATEGIC PRIORITIES

To accomplish its mission and advance towards its vision for 2028, HETS will center its work on three major strategic areas, placing emphasis on five strategic priorities, based on the results of its previous work and the feedback obtained from members and partners.

Core Strategic Areas

1. Access

This strategic area focuses on increasing Hispanic and all students access to Higher Education and achievement of a Higher Education degree. HETS will aim to help members enhance the potential of their recruitment efforts and increase Hispanics' understanding about opportunities available to access and succeed in Higher Education.

2. Retention and Successful Completion

HETS will promote the strategic use of technology to support, drive, and optimize retention and successful completion of Hispanic and all students at member institutions.

3. Online Learning/ Technology Integration

Through this core area, HETS will promote and encourage the 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.

Strategic Priorities

1. Foster and support the use of technology to facilitate access to Higher Education and overcome language barriers to education, among others.
2. Promote the meaningful use of technology resources and tools to enhance institutional effectiveness in promoting student success.
3. Help member institutions enhance their capacity to increase retention of Hispanic and all students.
4. Encourage and support the development, implementation, and dissemination of best practices in the integration of technology and education for the benefit of the academic community.
5. Provide member institutions with the best access to information, activities, and resources to better prepare them to serve Hispanic and all students.

STRATEGIC AREA 1: ACCESS TO HIGHER EDUCATION

Goal: Foster Hispanic and all students access and opportunities in Higher Education.

Objectives:

1. Increase members' understanding of factors that limit Hispanics' access to Higher Education and strategies to enhance access.
2. Increase awareness among Hispanic and all students about existing opportunities to access and succeed in Higher Education.

Strategies	Activities	Performance Indicators
A. Disseminate research on the factors that limit access to Higher Education and successful strategies using technology to help overcome existing barriers to Higher Education.	<ol style="list-style-type: none"> 1) Encourage publication of research articles related to Hispanic and all students' access to Higher Education in the HETS Online Journal. 2) Disseminate research topics from articles through social media networks, Virtual Plaza, the HETS website, and email campaigns. 	<p>a) Publish at least four (4) articles annually (two per issue) on access to Higher Education on the HETS Online Journal during the 2025-2028 period.</p> <p>Data/statistics to measure:</p> <ul style="list-style-type: none"> - HOJ article readership (views and downloads) - Web statistics (views) - Social networks (likes, shares, retweets)
B. Disseminate best practices and successful models on the use of technology to help Hispanic and all students to overcome existing barriers to Higher Education.	<ol style="list-style-type: none"> 1) Share research findings and best practices through the HETS Best Practices Showcase (face to face and virtual every other year and one regional BPS event per year to showcase innovative projects like the Student Passport). 2) Disseminate best practices identified and showcased through the HETS Website, the Virtual Plaza, social media networks, webinars, and special events. 	<p>a) Share annually at least three best practices on the use of technology to help overcome barriers to Hispanic and all students' access to Higher Education during the HETS BPS.</p> <p>b) Achieve at least 80% average satisfaction with the level of innovation of the practices presented at the BPS.</p> <p>Data/statistics to measure:</p> <ul style="list-style-type: none"> - HOJ article readership (views and downloads) - Web statistics (views) - Social networks (likes, shares, retweets) -

Strategies	Activities	Performance Indicators
C. Share resources to guide Hispanic and all students through career exploration, potential post-secondary institutions, admissions processes, standardized tests, financial aid, and degree programs.	<ol style="list-style-type: none"> 1) Provide access to online resources through the <i>Student Placita</i> at the Virtual Plaza for prospective Hispanic college students (undergraduate and graduate). 2) Provide exclusive and unlimited access to the Peterson Test Prep tool. 3) Conduct an annual Academic Fair as part of the HETS Student Leadership Showcase in coordination with The Summ: Student Experience Summit, member institutions and corporate partners. 4) Conduct an annual hybrid Student Leadership Showcase as an opportunity to connect with students from member institutions and collaborate with student organizations and leaders in showcasing opportunities available for-Hispanic and all students. 5) Participate in member institutions' graduate fairs. 6) Strengthen Institutional and digital promotion with testimonials and short videos. 7) Improve the website with more intuitive navigation and quick access to resources. 8) Increase interactive participation with monthly challenges with recognition and prizes. 	<ol style="list-style-type: none"> a) Achieve at least 5,000 unique visits to the access-related sections of the Student Placita by the end of Year 1 of the strategic period (2025-2028). b) Increase the number of unique visits by 25% annually during years 2 and 3 of the strategic period. c) Increase the number of visits to the Peterson Test Prep by 20% annually, compared to the year ending on June 30, 2025. d) Increase the number of Academic Fair participants by 15% annually, compared to year ending on June 30, 2025. e) Increase the number of students impacted through the Student Leadership Showcase/Tour and graduate fairs by 15% annually, compared to year ending on June 30, 2025. <p>Data/statistics to measure:</p> <ul style="list-style-type: none"> - Virtual Plaza statistics (unique visits) - Social networks (likes, shares, retweets) - Number of testimonials videos and views - Monthly challenges participation

Strategies	Activities	Performance Indicators
D. Facilitate processes for student mobility to the United States, PR and LATAM, to pursue a post-secondary degree (new undergraduate students, undergraduate transfer students, and graduate students).	<ol style="list-style-type: none"> 1) Establish contact with directors of Admissions at member institutions in the US, PR, and LA (Year 1). 2) Develop and implement a strategy in collaboration with Student Affairs Deans and related staff at member institutions to promote mobility among the US, PR, and LA, like the HETS Member Institutions Catalog and the Student Passport initiatives. 	<ol style="list-style-type: none"> a) Connect with Admissions staff from at least 60% of all member institutions in the US during year 1. b) By the end of Year 2, gather commitments from Admissions staff from at least 60% of all member institutions in the US to participate in collaborative initiative to facilitate student mobility. c) Increase the number of students and institutions impacted through the Student Passport by 10% annually, compared to year ending on June 30, 2025.
E. Promote think-tank discussions among members on key Hispanic access issues and existing institutional needs in this area.	<ol style="list-style-type: none"> 1) Encourage active participation of the HETS Task Force focused on “Access” issues. 2) Incorporate Admissions Staff to the HETS Task Force. 	<ol style="list-style-type: none"> a) Encourage at least two Task Force online interactions per semester (years 1 to 3) b) Assure participation of at least three Admissions staff members in the HETS Task Force every semester from years 1 to 3.

CORE STRATEGIC AREA 2: RETENTION AND SUCCESSFUL COMPLETION

Goal: Optimize the capacity of member institutions to use technology to enhance student retention initiatives and successful completion.

Objectives:

1. Increase knowledge and understanding about strategies to enhance Hispanic and all students' retention.
2. Build awareness about existing best practices and successful models using technology to improve student support and retention.
3. Foster the development of student support, motivation, engagement, and retention and successful completion practices.
4. Support member institutions' retention efforts through the provision of complementary student support services.

Strategies	Activities	Performance Indicators
A. Disseminate research on key support, motivation, and retention strategies for Hispanic and all students.	<ol style="list-style-type: none">1) Encourage publication of research articles related to student support and retention in the HETS Online Journal.2) Disseminate research topics from articles through social media networks, Virtual Plaza, the HETS website, and email campaigns.	<p>a) Publish at least six (6) articles annually (3 per issue) on Hispanic and all students 'support and retention in the HETS Online Journal during the 2025-2028 period.</p> <p>Data/statistics to measure:</p> <ul style="list-style-type: none">- HOJ article readership (views and downloads)- Web statistics (views)- Social networks (likes, shares, retweets)
B. Disseminate best practices and successful models on the use of technology to improve Hispanic student retention levels and successful completion.	<ol style="list-style-type: none">1) Share research findings and best practices through the HETS Best Practices Showcase (face to face and virtual every other year and one regional BPS event per year).2) Disseminate best practices identified and showcased through the HETS Website, the Virtual Plaza, social media networks, webinars, and special events.	<p>a) Share annually at least three best practices on the use of technology to improve students 'retention levels during the HETS BPS.</p> <p>b) Achieve at least 80% average satisfaction with the level of innovation of the practices presented at the BPS.</p> <p>Data/statistics to measure:</p> <ul style="list-style-type: none">- HOJ article readership (views and downloads)- Web statistics (views)- Social networks (likes, shares, retweets)

Strategies	Activities	Performance Indicators
C. Promote and support the implementation of student support services at member institutions that take advantage of technology resources to improve retention.	<ol style="list-style-type: none"> 1) Provide professional development opportunities through online workshops and special events like webinars. 2) Continue offering existing student support online workshops or webinars. 3) Develop one online workshop related to Retention and Student Assessment. 	<ol style="list-style-type: none"> a) Develop one new student support professional development offering during Year 1. b) Develop mini-workshops or webinars focused on specific student support skills. c) Train at least 50 student support staff annually. d) Achieving at least 80% workshop completion.
D. Promote think-tank discussions on key bilingual-retention issues and existing institutional needs in this area.	<ol style="list-style-type: none"> 1) Encourage active participation of the HETS Task Force focused on student support and retention issues. 	<ol style="list-style-type: none"> a) Encourage at least two online interactions per semester (years 1 to 3).
E. Provide students with access to online student support services and resources.	<ol style="list-style-type: none"> 1) Expand availability of online resources, tools, and student support services through the Student Placita at the HETS Virtual Plaza. 2) Optimize existing tools using current technology to make them more interactive and appealing to students. 3) Continue promoting the use of HETS student support services through online workshops, virtual events, and the Student Ambassador Program. 4) Train Student Support Staff at member institutions on the student support services provided by HETS, preparing them to promote the services and guiding students on the use of the tools available to them (in person or virtual). 	<ol style="list-style-type: none"> a) Achieve at least 5,000 unique visits to the student support sections at the Student Placita by the end of the Year 1 of the strategic period (2025-2028). b) Increase the number of unique visits by 25% annually during years 2 and 3 of the strategic period. c) Train student support staff from at least 80% of member institutions in Puerto Rico and 60% of member institutions in the US by June 30, 2028.

Strategies	Activities	Performance Indicators
F. Connect 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.	<ol style="list-style-type: none"> 1) Identify and recruit leadership from student organizations. 2) Conduct the Student Leadership Showcase and Tour on an annual basis. 3) Disseminate and showcase student innovative projects. 4) Expand student outreach through the Student Ambassador Program, a peer-driven program in which HETS-trained student leaders reach out and provide orientation/guidance to other students regarding HETS student support services. 5) Explore and follow up on students' needs through the HETS Student Advisory Committee. 6) Online training through webinars/virtual meetings to Student Support Staff from institutions in PR, the US, and LATAM. 7) Continue reaching out to the student population through virtual events as part of the Student Ambassadors Program. 8) Continue sharing bilingual tutorials with some of the members of the HETS Student Ambassadors Program in Puerto Rico to promote the student services available at the <i>Student Placita</i> of the Virtual Plaza. 	<ol style="list-style-type: none"> a) Increase the number of students impacted through the Student Leadership Showcase/Tour and graduate fairs by 25% annually, compared to year ending on June 30, 2025. b) Recruit and train 30 student ambassadors from member institutions in Puerto Rico during Year 1 and 20 student ambassadors from member institutions in the US and LATAM during Year 2. c) Reach out to 10% of the total student population in each campus participating in the Student Ambassadors Program.

CORE STRATEGIC AREA 3: ONLINE LEARNING/TECHNOLOGY INTEGRATION

Goal: Enhance the quality of online teaching-learning processes and technology integration at member institutions.

Objectives:

1. Foster optimal faculty performance in online education environments the effective integration, implementation, and use of technology.
2. Support and foster the ongoing development of online learning.

Strategies	Activities	Performance Indicators
A. Promote the development and delivery of high-quality student-centered online courses.	<ol style="list-style-type: none">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 Bes Practices Showcase.2) Promote the HETS Online Journal to showcase the work done in online learning, increasing submissions from faculty members, administrators, and researchers, among others.3) Promote and share innovative practices in online course design and delivery and student engagement strategies through the HETS Best Practices Showcase.4) Share best practices on assessment of online courses and learning outcomes.5) Disseminate best practices and successful models through the HETS website, the Faculty Placita at the Virtual Plaza, and social media networks.	<ol style="list-style-type: none">a) Publish at least six (6) articles annually (3 per issue) on quality online learning in the HETS Online Journal during the 2025-2028 period.b) Increase the number of articles submitted for publication in the HETS Online Journal by 20% annually.c) Share annually at least five online learning best practices during the HETS BPS, including a special edition about Artificial Intelligence.d) Convene at least 150 BPS participants per year, including students.e) Achieve at least 80% average satisfaction with the level of innovation of the practices presented at the BPS. <p>Data/statistics to measure:</p> <ul style="list-style-type: none">- HOJ article readership (views and downloads)- Web statistics (views)- Social networks (likes, shares, retweets)

Strategies	Activities	Performance Indicators
B. Provide ongoing faculty development opportunities through online workshops, face to face workshops, and special educational events.	<ol style="list-style-type: none"> 1) Design new professional development activities that incorporate higher levels of interaction among participants, with a practical approach and authentic hands-on experiences to teaching. 2) Develop new workshops during the strategic period on topics about Artificial Intelligence among other topics. 3) Coordinate webinars in Spanish and English on Distance Learning to support faculty and administrators through this new modality. 	<ol style="list-style-type: none"> a) Offer training sessions during Year 1 (existing and new), including webinars, and the HETS Learning Technologies Leadership Academy (H-LTLA) (in Spanish and English). b) Develop three new offers during Year 1. c) Develop two additional offerings for Year 2. d) Train at least 100 faculty members annually. e) Achieve at least 80% workshop completion annually.
C. Optimize the effectiveness of online workshops provided to faculty and administrators at member institutions	<ol style="list-style-type: none"> 1) Assess the quality and effectiveness of workshop offerings by competency using rubric for workshop formative evaluation. 	<ol style="list-style-type: none"> a) Achieve at least 80% workshop effectiveness by competency assessed. b) At least 70% of participants with a passing score of 80% or more.
D. Promote think-tank discussions among members on key online learning issues and existing institutional needs in this area.	<ol style="list-style-type: none"> 1) Encourage active participation of the HETS Task Force focused on online learning, including IT and academic staff from member institutions. 	<ol style="list-style-type: none"> a) Encourage at least two online interactions per semester (years 1 to 3).
E. Participate in initiatives that support and disseminate research on online learning in the US, PR, and LATAM.	<ol style="list-style-type: none"> 1) Collaborate with member institutions and partner organizations in the US, PR, and LATAM to develop a compilation of presentations on online learning best practices. 	<ol style="list-style-type: none"> a) Development of one report per year per US region and LATAM.

HETS ORGANIZATIONAL GROWTH AND DEVELOPMENT

The core strategic areas and the work and progress of the organization during the 2025-2028 period will be supported by a series of essential marketing, communications, and development strategies. These strategies are expected to: help increase the visibility of the organization, help maintain effective relations with members, increase the interest of corporate partners and sponsors, attract the interest of external publics, enhance the strategic positioning of the organization, and increase the growth and sustainability capacity of the organization.

Development and Sustainability

1. Continue increasing the self-sustainability potential of the organization by strategically diversifying its funding sources.
 - a. Increase membership by three (3) new members per year.
 - i. Outreach for new member institutions in the United States, Puerto Rico, Latin América, and Spain
 - ii. Establish a Special Advisory Committee to develop a Member Referral initiative to gather support from Board members in reaching out to new potential member institutions and corporate partners.
 - iii. Create other committees, such as a membership committee, for the purpose of developing policies and operational plans to keep the organization robust.
 - b. Aim for 90% retention of members on an annual basis.
 - i. Establish a strategy to promote the value of the membership benefits, including the development of ROI measures to demonstrate organizational effectiveness.
 - c. Raise at least \$20,000 annually in contributions from corporate partners and sponsors.
 - i. Expand the number of corporate partners through the implementation of the HETS Corporate Social Responsibility Program.
 - ii. Identify and attract sponsors for HETS web portal, events like the Best Practices Showcase, Student Leadership Showcase, and initiatives like the Student Passport, the Ambassadors Program, the HETS Learning Technologies Leadership Academy (H-LTLA), and the HETS Online Journal, among other initiatives.
 - d. Maximize results from strategic alliances with member institutions and corporate partners.
 - i. Increase participation in HETS workshops and events through grants/ scholarships from corporate partners (e.g., Anthology) to support registration of clients (members and non-members).
 - ii. Create a database of the key contacts interested in collaborating to find partnerships making for most visible to institutions the importance of collaborations and the multicultural experiences that students can enjoy.
 - e. Increase the inventory of online workshops and certifications.

- f. Develop marketable initiatives to diversify funding sources.
 - i. Develop a candidate/talent database to share their expertise through webinars and events, and to support recruitment of bilingual faculty, as well as hiring of recent graduates, beginning with a first phase during Year 2 and a second phase on Year 3 (43% of faculty participating in survey would you like to be part of HETS expert resources to offer workshops in your area of expertise).
- g. Identify and compete for grant opportunities.
- h. Maintain adequate controls over costs and expenditures.
 - i. Gather in-kind promotion support from members (e.g., printing of promotional materials to be distributed within member institutions).
 - ii. Maximize membership fee collection by dividing membership fee payment in two installments.

Internal Relations

- 1. Continuing establishing relations with administrators at member institutions and increasing by 20% the number of new faculty members reached in 2024-2025 (90% of faculty participating in survey had come to know about HETS through emails promoting our webinars and services).
- 2. Develop initiatives to continue reaching and impacting faculty members
 - a. Reach 80 faculty members during Year 1.
 - b. Increasing by 20% annually the number of new faculty members reached on years 2 & 3.

Marketing and Communications

- 1. Increase HETS visibility internally and externally.
 - a. Promote HETS consistently and strategically through events, webinars, and the HETS Online Journal, among other services.
 - b. Capitalize on the potential of the HETS Online Journal to serve as a public relations strategy for the Consortium and its members and increase its visibility and recognition.
 - c. Identify a variety of virtual opportunities and events to continue promoting HETS.
 - d. Promote HETS among external publics through active participation in events from other organizations of interest and events from member institutions.
 - e. Establish alliance-building initiatives with similar organizations and corporations with the potential to contribute to the organization and its members.
 - i. Establish mutually beneficial partnerships with similar organizations like HACU, Online Learning Consortium, the National Hispanic Council of Community Colleges, and EDUCAUSE, among others.
 - f. Promote HETS products, resources, and activities through print and electronic media.
 - i. Strategic use of member institutions' publications and websites
 - ii. Member institutions' open houses and events

- iii. HETS Member institutions' catalog
 - iv. Opportunities with regional media outlets
 - v. Strategic email campaigns
 - vi. News articles
 - vii. Social media
 - viii. Education and technology related conferences
 - ix. Networking opportunities
 - x. Strengthen Institutional and digital promotion with testimonials and short videos.
 - g. Continue expanding events to mainland and international institutions, taking advantage of online strategies.
- 2. Continue coordinating interviews with Corporate Partners to strengthen our collaboration and promote their benefits and services.
 - 3. Continue the Leadership Perspectives: HETS Impact on its Members (Interviews with presidents and other key leaders).