

Annual Report

2024

2025

Building Pathways to Success



Hispanic Educational Technology Services

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Guiding the Future: A Message from HETS Chair

Succeeding more than three decades of history, HETS continues its path to advocate for the use of innovative technologies to improve higher education opportunities for the Hispanic and academic community in general. 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 2024-2025 academic year.

Additionally, this edition highlights the most significant achievements to continue our 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. Right from the beginning, our members knew it was possible to transform higher education and open a world of possibilities for students through technological 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 proud of taking an active role in the search for competitive opportunities for its affiliated postsecondary institutions. At the same time, we continue creating unique spaces to promote the extraordinary innovative work of our institutions. One very powerful word has characterized these more than 30 years of history: SYNERGY. Every single accomplishment was the result of true collaboration. This, precisely, is what constitutes the nature and uniqueness of this organization.

We are immensely grateful to our institutional members, 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. We acknowledge the value of technology to reach our institutional goals and gather to dynamically propose and guide strategies toward this end.

As the HETS Chair and first woman elected, I am looking forward to collaborating with our members to lead HETS to another fantastic year of collaboration and notable achievements.

I hope you will enjoy this Annual Report as much as I do leading these efforts!

Best regards,

A handwritten signature in white ink, appearing to read 'Gladys Nieves'.

Gladys Nieves, P.E.
Chair of the Board of Directors



Executive Director's Reflections

It is with great pleasure to witness through this Annual Report Edition, not only the multiple accomplishments of the HETS Consortium during 2024-2025, but also the actions to continue building pathways to success. During its history, HETS has become a pioneer organization in the use of technology in higher education and continued developing and expanding its programs and services to promote access to higher education and successful completion.

Serving our main audience: students, during this 2024-2025 academic year was our priority. Among the student support services provided are: 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 Student Leadership Showcases in both, Spanish and English for Puerto Rico, Latin America, and the United States, to reinforce student leadership skills; and a new Student Passport initiative to promote student mobility and member institutions alliances and collaboration.

In addition, this document highlights the services and initiatives to support faculty and administrators, including our Professional Development Efforts with online workshops; and two sessions of the HETS Learning Technologies Leadership Academy (H-LTLA) featuring a new focus on Artificial Intelligence to develop the next generation of leaders in Higher Education to facilitate the adoption of teaching and learning technologies. Likewise, HETS member institutions experts were identified to offer webinars regarding access, retention, distance learning, and related topics on this modality; invited to submit articles for the fall and spring issue of our peer reviewed HETS Online Journal; and showcased their best practices to highlight and celebrate the outstanding work, including a track for students.

From its foundation in 1993, the initiatives implemented facilitated HETS to strengthen its value among member constituencies, gaining recognition as a professional development provider. In addition, position itself as a leading organization dedicated to transforming post-secondary education through the effective use of technology serving more than 40 members across ten states in Mainland US, Puerto Rico, Latin America, and the academic community in general.

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 our work at HETS so gratifying!

Very sincerely yours,

A handwritten signature in black ink that reads "Yubelkys Montalvo". The signature is fluid and cursive.

Yubelkys Montalvo, Ed.D.
Executive Director

2024-2025 HETS Board of Directors

Executive Committee



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



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



Dr. Olga Rivera
HETS Treasurer
President and Chief Executive Officer
ICPR Junior College
Puerto Rico



Dr. Tomás Morales
HETS Secretary
President
California State University
San Bernardino



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Regional Representative, East
Assistant Vice Provost
for Academic Engagement
John Jay College of Criminal Justice
CUNY



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International Representative
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Universidad Cooperativa de Colombia



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Interim President
Bronx Community College
CUNY



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Interim Associate Vice President
Information Technology and
Administrative Services and Chief
Information Officer
California State University Bakersfield
(Designated Representative)



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



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



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President
California State University
Long Beach



Dr. Britt Ríos Ellis
President
California State University
Stanislaus



Dr. Daisy Cocco De Filippis
President
Hostos Community College
CUNY



Dr. Norma Pérez
Vice Chancellor Student Services
Houston Community College
Texas
(Designated Representative)



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



Dr. Kenneth Adams
President
LaGuardia Community College
CUNY



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



Dr. Fernando Delgado
President
Lehman College
CUNY



Dr. Yocasta Brugal
President
San Juan Bautista School
of Medicine
Puerto Rico



Dr. Lisa Vollendorf
President
SUNY Empire State University
New York



Dr. Havidán Rodríguez
President
University at Albany, SUNY



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

Members



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



Dr. Nelson Soto
President
Albizu University
Puerto Rico and Florida



Dr. José Méndez Méndez
President
Ana G. Méndez University
Puerto Rico and Florida



**Dr. María L. Hernández
Núñez, MSN, DHC**
President
Atenas University
Puerto Rico



Dr. Zayira Jordán Conde
President
Atlantic University
Puerto Rico



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



Dr. Kamari Collins
Vice President for Student
Success and Enrollment
Chesapeake College
Maryland
(Designated Representative)



Ms. Layli S. Liss
Dean, Center for Academic Innovation
Chemeleka Community College
Oregon
(Designated Representative)



Ms. Yarleen González
Dean of Student Affairs
Colegio Universitario de San Juan
Puerto Rico
(Designated Representative)



Dr. Michael Bannett
President
Columbia Central University
and NUC University
Puerto Rico



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



Dr. Thomas Mills
President
Hill College
Texas



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. Naydeen González
Vice President, Lawrence Campus
and Community Relations
Northern Essex Community College
Massachusetts
(Designated Representative)



Dr. Gino Natalicchio
Chancellor
Ponce Health Science University
Puerto Rico



Dr. Christine Mangino
President
Queensborough Community
College, CUNY



Dr. Francisco García
Director of Center for Online
Learning and Teaching
University of Texas
Rio Grande Valley
(Designated Representative)

International Members



Dr. Ramón Pineda Varela
Chancellor
Instituto Superior Tecnológico
Consulting Group
Ecuador - Esculapio (ISTCGE)

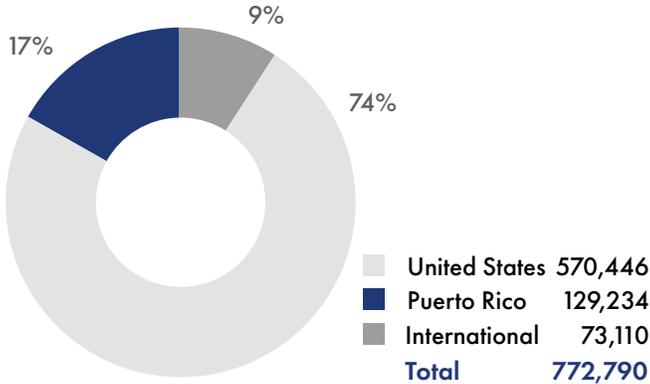


Dr. Ángel Ernesto Huerta Vélez
Chancellor
Instituto Tecnológico
Universitario Rumiñahui

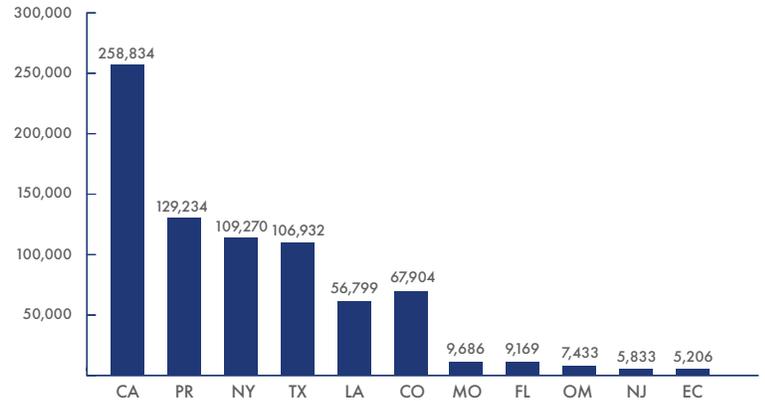
Ecuador

2024-2025 Membership Profile

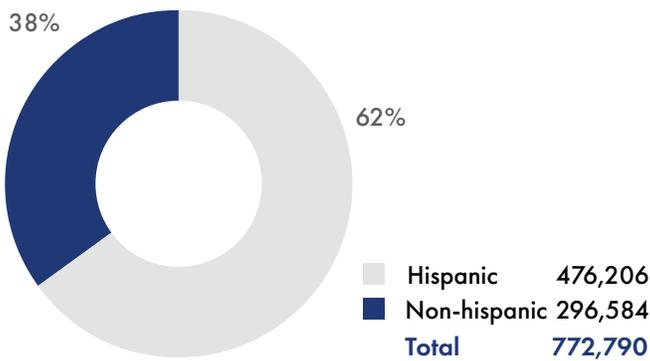
Student Enrollment among HETS Members



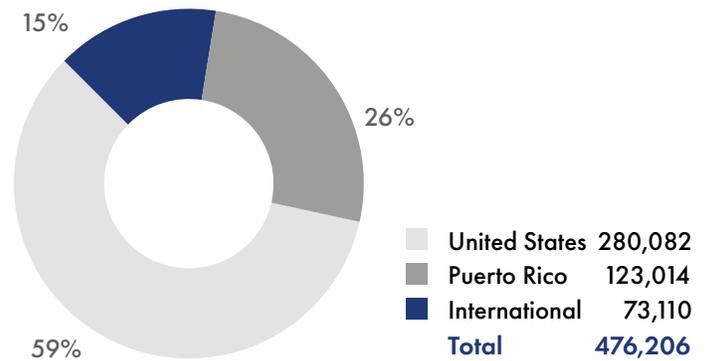
Student Enrollment among HETS Member Institutions by State or Country



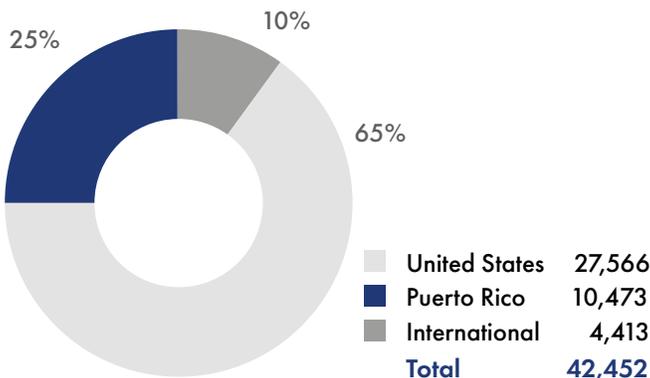
Hispanic Students Enrollment among HETS Members



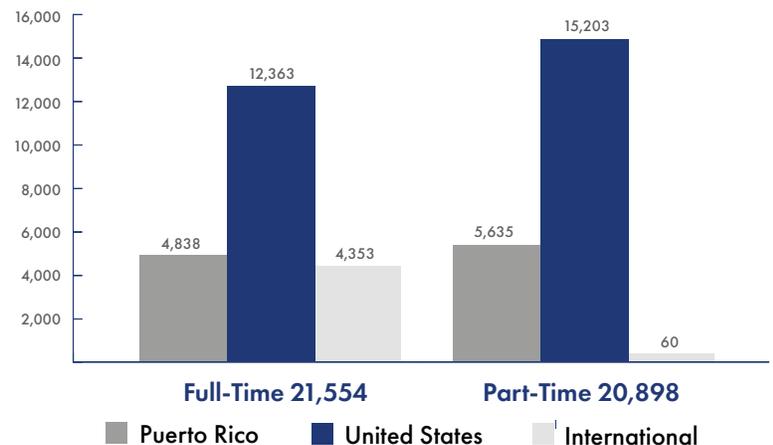
Distribution of Hispanic Enrollment (62%)



Total Faculty at Member Institutions



Full-Time and Part-Time Faculty among HETS Members



2024-2025

HETS Member Institutions and Partners

PUERTO RICO (13)

Albizu University
Atenas University
Atlantic University
Columbia Central University and NUC University
Colegio Universitario de San Juan
EDP University of Puerto Rico
ICPR Junior College
Inter American University of Puerto Rico
Ponce Health Science University
San Juan Bautista School of Medicine
Universidad Ana G. Méndez
Universidad de Puerto Rico
Universidad Central del Caribe

UNITED STATES OF AMERICA (29)

CALIFORNIA (7)

California State University, Bakersfield
California State University, Dominguez Hills
California State University, Fullerton
California State University, Long Beach
California State University, San Bernardino
California State University, Stanislaus
Los Angeles Community College District

FLORIDA

Albizu University
Ana G. Méndez University

LOUISIANA (1)

Louisiana Community and Technical College System

NEW YORK (11)

Albany College of Pharmacy and Health Sciences
Borough of Manhattan Community College, CUNY
Bronx Community College, CUNY
Guttman Community College, CUNY
Hostos Community College, CUNY
John Jay College of Criminal Justice, CUNY
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

MASSACHUSETTS (1)

Northern Essex Community College

MARYLAND (1)

Chesapeake College

MISSOURI (1)

Southeast Missouri State University

OREGON (1)

Chemeteka Community College

TEXAS (5)

Hill College
Houston Community College
Laredo College
University of Houston Downtown
University of Texas, Rio Grande Valley

VIRTUAL

Ana G. Méndez University
NUC University Online

INTERNATIONAL (3)

ECUADOR

Instituto Tecnológico Universitario Rumiñahui
Instituto Superior Tecnológico Consulting Group – Esculapio (ISTCGE)

COLOMBIA

Universidad Cooperativa de Colombia

CORPORATE PARTNERS (12)

American Heart Association
Anthology
COBIMET
Dreamscape Learn
Educational Testing Services (ETS)
InQmatic (formerly known as Grupo Parada) Miami Edtech
Puerto Rico Top Level Domain
Online learning Consortium
Teach Access
Territorium
uPlanner
Symplicity

2020-2025 Vision, Mission & Strategic Core Areas

Our Vision

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

Our 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.

Core Areas

To accomplish its mission and advance towards its vision for 2025, 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 access to higher education and achievement of a higher education degree.

Aumentar el acceso 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 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 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.



2024-2025 Annual Highlights

The academic year 2024-2025 marked the sixth 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. Hybrid modality continues to be our 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 and all student access and opportunities in higher education; second, optimize the capacity of member institutions by increasing knowledge and understanding about strategies to enhance Hispanic and all student retention; and finally, enhance the quality of online teaching-learning processes at member institutions.

Initiatives supporting faculty and administrators during this period included:

- The publication of the HETS Online Journal
- HETS Best Practices Showcase in a virtual 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 2024-2025 academic year included:

- The Student Leadership Showcase in English and Spanish
- Offering student support training
- Student Ambassadors Program
- Strengthening HETS online offering of resources through the Virtual Plaza
- Webinars in English and Spanish
- A new Student Passport initiative including one edition in Puerto Rico and one in New York

El año académico 2024-2025 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. La modalidad híbrida continuó siendo nuestro 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 medulares de su Plan Estratégico, desarrollando e implementando iniciativas para atender las necesidades tanto de miembros de la facultad, administradores, y estudiantes.

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Access: 2024-2025 Strategic Initiatives for Student Opportunities

The goal of this strategic core area is to foster Hispanic and all 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' gaps and existing opportunities to access and succeed in higher education to all students. 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 in Academic Fairs in coordination with member institutions and other partners.
4. Conducting an annual Student Leadership Showcase to promote multiple services to help Hispanic and all students get access to undergraduate and graduate programs.
5. Sharing resources to guide Hispanic and all students through career exploration, admission process, standardized tests, financial aid, and degree programs.
6. Providing a collaborative initiative among Admissions staff from member institutions to promote their academic offerings and 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 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 promover los ofrecimientos académicos y facilitar los procesos de transferencia de los estudiantes a otras instituciones.

HETS Online Journal

HETS Online Journal is a collaborative initiative to disseminate research on the factors that limit Hispanic's students access to higher education and successful strategies using technology to overcome existing barriers to higher education. As part of the first core area, Access, for the period of 2024-2025 the organization's peer-reviewed journal published one (1) article for the Fall Issue and two (2) for the Spring Issue.

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 2024-2025, se publicó un (1) artículo para la edición de otoño y dos (2) para la edición de primavera, respectivamente.



HETS Virutal Best Practices Showcase

Through the Virutal 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 2024-2025, HETS conducted one event in virtual modality during January of 2025, reaching a wider audience in Puerto Rico, the United States, and Latin America. During the Conference, six (6) projects were presented under the Access core strategic. In addition, 10 presentations by 15 students from six (6) member Institutions were given.

A través del Virtual Best Practices Showcase, 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 2024-2025, HETS realizó un evento en un formato virtual permitiendo alcanzar una audiencia mayor en Puerto Rico, Estados Unidos y Latinoamérica. Durante la Conferencia, se presentaron un total de seis (6) ponencias sobre mejores prácticas relacionadas al tema de acceso. Además, se realizaron 10 presentaciones a cargo de 15 estudiantes de seis (6) instituciones miembros.

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Academic Fair



During 2024-2025, the HETS Academic Fair, usually offered concurrently with the Best Practices Showcase, was moved to September 2024 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 17,000 high schools from Puerto Rico and undergraduate students participated. Seven member institutions participated, including six from the U.S., and "Universidad Cooperativa de Colombia".

Durante el 2024-2025, la Feria Académica de HETS se movió a septiembre de 2024 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 17,000 estudiantes de escuela superior de Puerto Rico y de bachillerato. Además, siete instituciones miembros participaron, entre ellos seis de EE.UU. y la Universidad Cooperativa de Colombia.

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Student Leadership Showcase



Annually, HETS conducts the Student Leadership Showcase (SLS) to promote multiple services to broaden students' opportunities. In 2024-2025, one hybrid version of the Student Leadership Showcase was offered in Spanish with simultaneous transmission and translation for students in the United States and others, benefiting more than 700 students.

Anualmente, HETS celebra su "Student Leadership Showcase" (SLS) para promover los múltiples servicios que provee para ampliar las oportunidades de los estudiantes. En 2024-2025, se ofreció un "Student Leadership Showcase" en español con transmisión y traducción simultánea para estudiantes en Estados Unidos y otros, beneficiando a más de 700 estudiantes.

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HETS Virtual Plaza

Another important part of the organization's work to increase 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.

Otro objetivo clave del trabajo de la organización para aumentar el acceso de los estudiantes 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 2024-2025, el total de visitas a la página fueron 71 627 para la Placita de Estudiantes y 39 897 para la Placita de Facultad. Esto totalizó 111 524 visitas, en comparación con 149,647 del año académico 2023-2024, lo que representa una disminución del 29 %. Sin embargo, las cuentas sociales de HETS (LinkedIn, Facebook, Instagram y YouTube) durante 2024-2025 aumentaron la cantidad de publicaciones y el número de visitas.

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During 2024-2025, the page visits were 71,627 for the Student Placita and 39,897 for the Faculty Placita. This was a total visit of 111,524, compared with 149,647 for the academic year 2023-2024, which represented a decrease of 29%. However, HETS social accounts (LinkedIn, Facebook, Instagram and YouTube) during 2024-2025, increased the quantity of the publications and the number of visits.



Retention and Completion: 2024-2025

Supporting Student Success and Mobility

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 students.
2. Diffusing best practices and successful models on the use of technology to improve 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 like student mobility.

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 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 para proveer información y otras oportunidades, como la movilidad estudiantil.

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 2024-2025, four (4) articles were published versus five (5) articles in 2023-2024. However, this year the Journal exceeded expectations by moving all the previous and current articles to a new Editorial platform and adding the digital object identifier (DOI) with the support of the Editorial Board and a HETS new consultant regarding this area.

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 2024-2025, se publicaron cuatro (4) artículos en comparación con cinco (5) artículos en el 2023-2024. Sin embargo, este año se superaron las expectativas al trasladar los artículos anteriores y los actuales de la Revista a una nueva plataforma Editorial y añadir el identificador de objeto digital (DOI) con el apoyo del Consejo Editorial y de un nuevo consultor de HETS en esta área.



HETS Virtual Best Practices Showcase (VBPS)

The HETS Virtual Best Practices Showcase (VBPS) allows us to share best practices on the use of technology to improve student retention levels. During the virtual edition of the BPS, fifteen (15) proposals were presented under a new track about Innovation vs. seven (7) presentations in 2024. Also, the VBPS exceeded expectations by having 17 presenters under this new track regarding Innovation.

El HETS Virtual Best Practice Showcase (VBPS) permite compartir mejores prácticas sobre el uso de la tecnología para mejorar los niveles de retención entre los estudiantes. Durante la edición virtual del BPS, se presentaron quince (15) propuestas en un nuevo track sobre innovación versus siete (7) presentaciones de 2024. Además, el VBPS superó las expectativas con 17 presentadores en esta nuevo track de innovación.



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 expanding and optimizing existing tools, as well as actively promoting these services to increase usage. During the academic year 2024-2025, 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 15,500 visits versus 7,500 in 2023-2024, representing an increase of 52%.

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 15,500 visitas versus 7,500 de 2023-2024, lo que representa un aumento de 52%.



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 guiding students on the use of the available tools. During the 2024-2025 academic year, HETS staff trained a total of 76 student support staff from five (5) member institutions in Puerto Rico, two (2) in Latin America, and 24 member institutions in the States, versus 44 student support staff in 2023-2024, 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 2024-2025, el personal de HETS capacitó a un total de 76 miembros del personal de apoyo al estudiantil de cinco (5) instituciones miembros en Puerto Rico, dos (2) en Latino América y 24 instituciones miembros 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 June 2025, HETS maintains two (2) active ambassadors in Puerto Rico and four new prospects versus nine (9) in 2023-2024. States. 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 promote its services and support students' needs including training on the use of new technologies, search for jobs, and scholarships. Likewise, throughout the academic year, HETS offers one (1) Student Leadership Showcase (SLS) and twelve (12) webinars to support the development of key skills for students, resulting in 5,272 registrants.

HETS también llega a los estudiantes a través del Programa de Embajadores Estudiantiles, en el que los líderes estudiantiles capacitados por HETS, ofrecen orientación a otros estudiantes de sus instituciones sobre los servicios de apoyo que ofrece la organización. A junio de 2025, HETS cuenta con dos (2) embajadores activos en Puerto Rico y cuatro (4) nuevos prospectos. Con el apoyo de los embajadores estudiantiles, HETS busca promover sus servicios y apoyar las necesidades de los estudiantes, incluyendo formación sobre el uso de nuevas tecnologías, búsqueda de empleo y becas. 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 2024-2025, se ofrecieron un total de 12 webinars a través de los cuales se impactaron a 5,272 estudiantes.

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Student Passport: Connect, Learn, and Lead

During 2024-2025, HETS offered its first edition of the Student Passport: Connect, Learn, and Lead in September 2024, and a second edition in June 2025, to explore and interact with various member institutions in Puerto Rico and New York City. This initiative's main objective is to promote student mobility through academic and cultural experiences. A total of 46 students from member institutions in the US, Puerto Rico, Colombia, and one corporate partner participated in these editions. More than 40 student presentations of their innovative projects in different academic fields were offered. The PR Edition included visits to 11 campuses around the Island, three workshops, two cultural visits to historic venues, a dinner at the Department of State of the Puerto Rico Government and participation at the SUMM: Student Experience Summit and the HETS Student Leadership Showcase in the PR Convention Center. Likewise, the NY

Edition included visits to five (5) campuses in Manhattan and the Bronx, two workshops, a cultural visit to historic venues Downtown, and a sponsored lunch by Bella Media.



Durante 2024-2025, HETS ofreció su primer Student Passport: Connect, Learn, and Lead en septiembre de 2024 y una segunda edición en junio de 2025 para explorar e interactuar con varias instituciones miembros en Puerto Rico y la ciudad de Nueva York. El objetivo principal de esta iniciativa es promover la movilidad estudiantil a través de experiencias académicas y culturales. Un total de 46 estudiantes de instituciones miembros de EE. UU., Puerto Rico, Colombia y un miembro corporativo participaron en estas ediciones. Se ofrecieron más de 40 presentaciones de estudiantes sobre sus proyectos innovadores en diferentes campos académicos durante las visitas a las instituciones. Igualmente, se ofrecieron talleres, visitas culturales a lugares históricos, un almuerzo auspiciado por Bella Media y una cena en el Departamento de Estado del Gobierno de Puerto Rico, entre otras experiencias académicas.

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Online Learning and Technology: 2024-2025 Enhancing Learning Experiences Through Innovation

The goal of this strategic core area is to promote the effective integration of online learning and technology innovation among our member institutions. Strategies also seek to support and foster the ongoing development of online learning. 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 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.

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 (HOJ)

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 and all student needs. In 2024-2025, five (5) related articles to these topics were published in the HOJ as well as five (5) articles during 2023-2024. A total of 12 articles were submitted for publication in all topics, compared to 18 as of June 2024. Of these totals, 11 were approved and published, compared to 16 articles as of June 2024. Regarding Google analytics views of the HETS Online Journal, at the end of the academic year, the Journal achieved more than 14,300 views versus more than 7,900 on June 2024, representing an increase of 57%. An additional 8,346 reported from the EBSCO databases as of May 2025 vs. 12,112 in June 2024, representing a decrease of 36%.

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. En el 2024-2025, cinco (5) artículos fueron publicados relacionado a estos temas. Se sometieron un total de 12 artículos para su publicación en todos los temas, en comparación con 18 artículos a junio de 2024. De estos, 11 fueron aprobados y publicados a junio de 2025, en comparación con 16 artículos a junio de 2024. Con respecto a las vistas de Google Analytics del HOJ, al final del año académico, la Revista logró cerca de 14,300 visitas y más de 8,000 vistas adicionales reportadas por las bases de datos de EBSCO a mayo de 2025 versus 7,900 y 12,112 respectivamente a junio 2024.



HETS Virtual Best Practices Showcase

The academic year 2024-2025 marked an important milestone for the HETS Best Practices Showcase. On this occasion, the conference was conducted in a virtual modality expanding its reach to a wider audience, including 225 participants registered vs. 154 participants in January 2024. In addition, HETS published its own proceedings to showcase and keep a record of the insightful research and work of the speakers. During the 2025 Virtual Best Practices Showcase, 11 out of the 30 presentations about online learning and



technology integration projects vs. 21 out of the 44 presentations in 2024.

El año académico 2024-2025 marcó un momento importante para el HETS Best Practices Showcase. Esta vez, la conferencia se realizó en modalidad virtual, 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 2025 Virtual Best Practices Showcase, 11 de los 30 proyectos estaban relacionados a la educación en línea y la integración de tecnología.

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Professional Development: Online Workshops and webinars

During 2024-2025, HETS continued to provide faculty development opportunities through online workshops, webinars, and special educational events. Workshops included a total of eight (8) training sessions, six (6) in Spanish and two (2) in English. The organization offered two online trainings in Spanish during the Fall semester 2024 tailored to one member institution in Puerto Rico, related to Design and Selection of Effective Educational Materials and Use of Technological Resources in the Teaching Process, which had 18 and 12 participants respectively.

Durante el 2024-2025, HETS continuó brindando oportunidades de desarrollo para los miembros de facultad a través de talleres en línea, webinars y eventos educativos especiales. Los talleres incluyeron un total de ocho (8) sesiones de formación, seis (6) en español y dos (2) en inglés. La organización ofreció dos (2) talleres en línea en español durante el semestre de otoño de 2024, adaptados a una institución miembro en Puerto Rico, relacionados con el diseño y la selección de materiales educativos eficaces y el uso de recursos tecnológicos en el proceso de enseñanza, que contaron con 18 y 12 participantes, respectivamente.

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HETS Learning Technologies Leadership Academy (H-LTLA)

During this academic year, HETS offered its fourth edition of the Learning Technologies Leadership Academy (H-LTLA). This professional development program, featuring a new focus on Artificial Intelligence to develop the next generation of leaders in Higher Education, allowed attendees gain knowledge and skills through synchronous presentations coordinated by leaders in the higher education community. In February 2025, concurrent sessions in English and in Spanish were offered to 23 participants versus its editions offered in Spring 2024, with 21 participants. So far, 124 alumni have participated in the editions held since its inception in 2021. All alumni received a digital badge and a Continuing Education certificate of 2.4 credits.

HETS ACADEMY NEW EDITION
SPRING 2025
February 25 to 28, 2025
Deadline to apply Spring 2025: February 10, 2025
The H-LTLA is an online program designed for mid-career professionals preparing for leadership roles in education administration, with a focus on the unique challenges and opportunities at Hispanic Serving Institutions (HSIs).
Developing the next generation of leaders in Learning Technologies at HSIs!
Apply at hets.org | (787) 250-1912, ext. 2373, 2372
info@hets.org

Durante este año académico, HETS anunció la cuarta edición de la Academia de Liderazgo de Tecnologías de Aprendizaje (H-LTLA). Este programa de desarrollo profesional, que presenta un nuevo enfoque en la inteligencia artificial para formar a la próxima generación de líderes en la educación superior, permitió a los asistentes adquirir conocimientos y habilidades a través de presentaciones sincrónicas coordinadas por líderes de la comunidad de educación superior. En febrero del 2025, se ofrecieron dos nuevas ediciones concurrentes en inglés y español con un total de 23 participantes seleccionados que completaron la Academia. Hasta el momento, 124 personas han participado en las ediciones celebradas desde su creación. Todos los alumnos recibieron una insignia digital y un certificado de Educación Continua de 2.4 créditos.

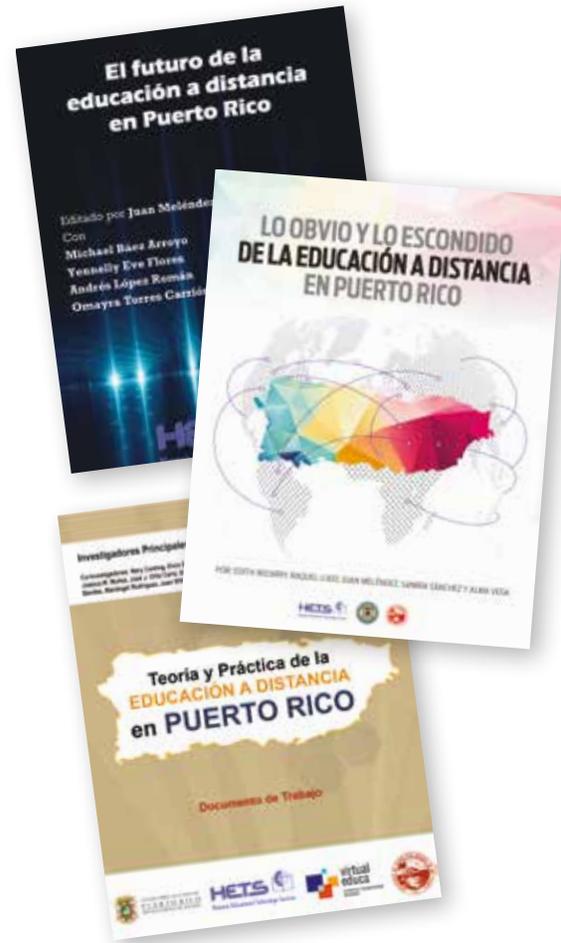
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Publications

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", and "Documento de trabajo: teoría y práctica de la educación a distancia en Puerto Rico" had five (5) downloads each during 2024-2025; "Lo obvio y lo escondido de la educación a distancia en Puerto Rico", which had 10 downloads and, the most recently published article, "El futuro de la educación a distancia en Puerto Rico", which has been downloaded 23 times. New downloads in 2024-2025 were 43 vs. 99 as June 2024 for a total of 2,872 downloads.

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" y "Documento de trabajo: teoría y práctica de la educación a distancia en Puerto Rico", tuvieron 5 descargas cada uno durante el 2024-2025; Lo obvio y lo escondido de la educación a distancia en Puerto Rico", tuvo 10 descargas y, el artículo más reciente, "El futuro de la educación a distancia en Puerto Rico", que ha sido descargado 23 veces. Las nuevas descargas en 2024-2025 fueron de 43 versus 99 descargas a junio de 2024, para un total de 2,872 descargas.

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Student Support Training

During the academic year 2024-2025, 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 14 free of charge webinars offered in both English and Spanish, respectively in 2024-2025 versus 19 webinars offered in 2023-2024. The webinars reached more than 5,000 participants from 36 member institutions participants, 37 non-member institutions, 3 international institutions, and 15 organizations vs. more than 7,000 participants from 35 member institutions, 41 non-member institutions, 4 international institutions, and 22 organizations in 2023-2024.

Durante el año académico 2024-2025, 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 14 seminarios web gratuitos ofrecidos tanto en inglés como en español, respectivamente en 2024-2025 versus 19 seminarios web ofrecidos en 2023-2024. Los seminarios web llegaron a más de 5,000 participantes de 36 instituciones miembros, 37 instituciones no miembros, 3 instituciones internacionales y 15 organizaciones frente a más de 7,000 participantes de 35 instituciones miembros, 41 instituciones no miembros, 4 instituciones internacionales y 22 organizaciones en 2023-2024.

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Advancing Our Mission, Amplifying Results

The core strategic, the work and progress of the organization during the 2017-2025 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.

Las áreas estratégicas medulares, así como el trabajo y progreso de la organización durante el período 2017-2025, 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 2024-2025, HETS achieved 85% membership retention rate, since seven (7) members could not renew their memberships because of financial hardships. However, the organization was able to add five (5) new members institutions, these included: Ponce Health Science University, Chemeketa Community College, Atlantic University, Northern Essex Community College, and, Instituto Superior Tecnológico Consulting Group, in Ecuador. As part of the membership growth initiatives, the Executive Committee agreed to establish a Member Referral, in which members actively refer to potential new members As a result of this initiative,



94 institutions were contacted, of which 15% (14 institutions) responded with interest in joining and learning more.

En el período de 2024-2025, HETS logró una tasa de retención de membresía del 85%, ya que siete (7) miembros no pudieron renovar su membresía debido a problemas económicos. Sin embargo, como parte de las iniciativas de crecimiento, se agregaron cinco (5) 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 94 instituciones, de las cuales el 15% (14 instituciones) respondieron con su interés en sumarse y conocer más.

Funding

HETS has continued implementing a series of initiatives 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.

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 2024-2025 were \$376,103. This year's income was distributed as follows: 48% were related to direct services; 21% to operational activities; and 7% to administrative expenses.

En general, los ingresos de la organización para este año académico 2024-2025 fueron de \$376,103. Los ingresos de este año se distribuyeron de la siguiente manera: 48% a servicios directos, 21% a actividades operativas y 7% a gastos administrativos.



Strengthening Connections and Impact

Another key priority for HETS throughout the years has been to increase its visibility and expand its networks, both internally and externally. In 2024-2025, the organization capitalized on the potential of the Online Journal as a public relations strategy for HETS and its members. As a result, both editions were published on the new Open Editorial platform providing better browsing experience to its users and editors and more agile processes for authors and reviewers. During this academic year, a total of 11 articles were published and the reports of the articles DOI on the new platform showed that the articles were viewed and used by several journals.

Also, HETS continued strengthening its partnership with organizations such as ICANN, Internet Society of Puerto Rico; Connect Marketplace; HACU; Banco Popular of Puerto Rico; and The SUMM. Likewise, new partners included an agreement with For a Bright Future; a \$100,000 grant award from Every Learner Everywhere; Bella Media sponsorship; invitations from Bill & Melinda Gates Foundation; Excelencia in Education; El Nuevo Día Speaker Series about student mobility; and a panel Invitation at Harvard University to talk about Careers in Higher Education. Outreach efforts result in the following four (4) new partners: Online Learning Consortium; Symplicity; IATA, and Dreamscape Learn during 2024-2025.

Also, HETS implemented a very aggressive e-marketing strategy supporting the high number of online webinars and services offered. A total of 110 email campaigns were sent, and 15 news articles were published at the HETS website. In addition, HETS social accounts (LinkedIn, Facebook, Instagram and YouTube) during 2024-2025 increased the quantity of the publications and the number of likes and views.



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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 2024-2025 HETS capitalizó en el potencial de su HETS Online Journal. Como resultado, publicó la edición de otoño la 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; HACU; Banco Popular of Puerto Rico y The SUMM. Igualmente, estableció nuevos acuerdos con For a Bright Future; recibió \$100,000 de Every Learner Everywhere; y recibió cuatro (4) nuevos aliados corporativos durante el año académico 2024-2025.

Además, HETS implementó una estrategia de mercadeo digital en apoyo a la gran cantidad de webinars y servicios ofrecidos. Un total de 110 campañas de correo electrónico fueron enviados. Asimismo, se publicaron 15 noticias en el sitio web de HETS. En términos de la presencia en redes sociales (LinkedIn, Facebook, Instagram y YouTube) se incrementó la cantidad de publicaciones y el número de vistas.

2024-2025 New Members and Partners

HETS warmly welcomes its new institutional members for 2024-2025:



Ponce Health Science University



Chemeketa Community College



Atlantic University



Northern Essex Community College



Instituto Superior Tecnológico Consulting Group Ecuador - Esculapio (ISTCGE)

To strengthen our vision to enhance student success and opportunities in higher education, we also welcome the following new corporate partners:



Online Learning Consortium



Symplicity



International Air Transport Association (IATA)



Dreamscape Learn

Honoring the Legacy of Our Leaders

Throughout its history, 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. Unfortunately, over the years, some of these leaders have made the decision to retire, not without first leaving a great legacy. Others passed away unexpectedly. This space in our Annual Report recognizes the leaders who, after this year, will not be part of the Consortium any longer. These leaders helped build what the HETS Consortium is today, and we thank them for their LEADERSHIP and LEGACY.



A lo largo de su historia, 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. Desafortunadamente, a lo largo de los años, algunos de estos líderes han tomado la decisión de retirarse dejando un gran legado. Otros fallecieron de forma inesperada. Este espacio en nuestro informe anual reconoce los líderes que, después de este año, ya no serán parte del Consorcio. Estos líderes ayudaron a desarrollar lo que es el Consorcio HETS hoy, por lo que agradecemos su LIDERAZGO y LEGADO.



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

Dr. Carlos Vargas-Aburto was the 18th president of Southeast Missouri State University on July 1, 2015, after having served as acting president at Kutztown University of Pennsylvania. As the provost and vice president for academic and student affairs at Kutztown, he started his relationship with HETS. His contribution was so remarkable that on June 23rd, 2025, the HETS Board of Directors, recognized him with HETS 2025 Visionary Leader Award, which highlighted his vision and commitment as HETS Board Officer from 2005 to 2025, and recently Vice Chair. Correspondingly, his tenacity supported the creation of a brighter future for Hispanic students through the creative use of technology innovation in education and his leadership towards an education of excellence with initiatives like HETS Members key collaborative agreements, strategic alliances, and internship for students, will be an inspiration for all of us to pursue a "higher vision for Higher Education".

Prior to his tenure at Kutztown, Dr. Vargas was at Central State University in Wilberforce, Ohio, where he served as provost and vice president for academic affairs. He previously served in several roles at Kent State University (Ohio) for a total of 18 years, including founding director of the program on electron beam technology. Dr. Vargas began his career in higher-education at the National Autonomous University of Mexico (UNAM), from which he received a Bachelor of Science degree in physics. He earned his Ph.D. in physics and aerospace science from the University of Michigan and a Master of Science degree from Michigan in physics and aerospace science.

2024-2025 Financial Highlights

Statement of Activities

Revenues

Description	Year to Date Actual	Year to Date Budget	Year to Date	Percentage Achieved
Membership Dues	\$198,443	\$202,500	(4,057)	98.00
Corporate Spons. & Donations	36,060	37,560	(1,500)	96.01
Best Pract/Event Coord	17,900	21,700	(3,800)	82.49
Workshop Registration	23,700	21,580	2,120	109.82
Every Learner Everywhere Grant	100,000	100,000	0	100.00

Total Revenues	376,103	383,340	(7,237)	98.11
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Expenses

Administrative Expenses	24,014	23,609	405	101.72
Direct Services	170,582	188,701	(18,119)	90.40
Operational Expenses	74,340	71,030	3,310	104.66
Every Learner Everywhere Grant	84,323	15,677		84.32

Total Expenses	353,259	299,017	(14,404)	95.18
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Change in Net Assets	\$22,844	\$15,677	7,167	145.72
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Assets

Current Assets

Banco Popular Checking Account	\$124,442.78
Accounts Receivable	221,308.29
Prepaid Expenses	7,203.50
Total Current Assets	352,954.57

Property and Equipment

Equipment	5,393.54
Accum. Depreciation	(2,802.87)
Total Property and Equipment	2,590.67

Total Assets	\$355,545.24
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Liabilities and Net Assets

Current Liabilities

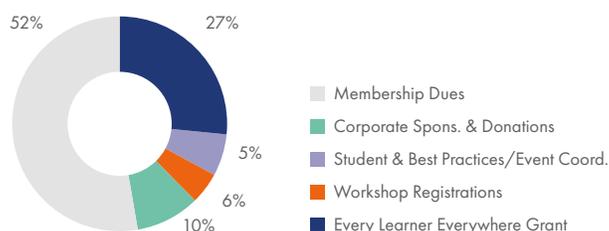
Accounts Payable	\$39,663.20
Accrued Expenses	12,784.00
Deferred Revenues	207,500.00
Total Current Liabilities	259,947.20

Net Assets

Total Net Assets	72,754.38
Net Income	22,843.66
Total Net Assets	95,598.04

Total Liabilities & Net Assets	\$355,545.24
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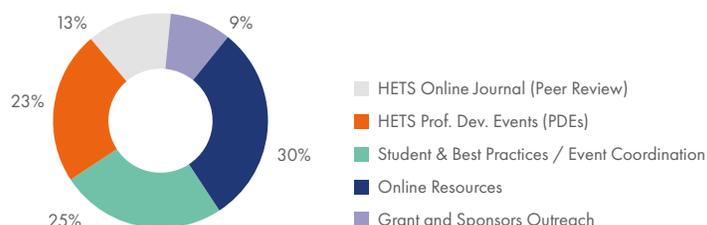
Revenues Distribution



Expenses Distribution



Direct Services Distribution



Credits and general information

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Executive Director, Production

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Design

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International Printing

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