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MESSAGE FROM THE 2009-2010 CHAIRMAN OF THE BOARD OF DIRECTORS

hese past years have certainly been full of accomplishments, new venues and growth.

HETS not only closed FY 2009-2010 with many achievements and newly opened doors, but also closed a three-year strategic plan term with much more than the organization had planned and expected. It was an honor for me to lead the organization in a period so full of advancements.

Throughout the last three years, the organization reached impressive levels of self-sustainability and recognition. These years were also characterized by high involvement from Board members, as well as from faculty, staff, and other constituencies from member institutions. Members' involvement was evident last January 2010, when more than 20 member institutions gathered and shared their innovative practices at the HETS first ever annual conference: the HETS Best Practices Showcase. In addition, members from the Board of Directors gathered to work on the organization's first peer reviewed publication, which was launched in Fall 2010. Numerous educational opportunities were offered and various events were organized in several regions of the United States, Puerto Rico, and even internationally.

The 2009-2010 Annual Report illustrates the many ways HETS is moving towards what the Board of Directors envisioned; the organization is moving progressively along a process of transformation. HETS's growth will continue steadily throughout years to come, as the Consortium will soon begin implementing its next strategic plan. This year also closed the Board officers' term. During the last Board Meeting of this fiscal year, new Board officers were elected. This will surely bring many new opportunities for the Consortium, as changes in leadership bring along new insights, experiences, and resources. It has been a pleasure to be part of this journey as Chairman of the Board for the past four years. I will continue working proactively and dynamically as the Board's Vice Chair.

I congratulate and welcome Dr. Eduardo Martí as the newly elected Chairman of the Board. I also congratulate Dr. José Jaime Rivera, elected as Treasurer; Professor Nilda Nadal, reelected as Secretary for a second term; and Dr. Wendy Lawrence and Dr. Ivonne Chirino, elected as regional representatives. It will be an honor to work closely with them as part of the Executive Committee.

Thank you for sharing this exceptional year with us.

Sincerely.

José F. Méndez, Dr. h.c.

President, Ana G. Méndez University System



José F. Méndez., Dr. h.c. 2009-2010 Board Chair President, Ana G. Méndez University System



Eduardo Martí, Ph.D.

HETS Elected Board Chair

Vice Chancellor for Community Colleges

City University of New York

MESSAGE FROM THE ELECTED CHAIRMAN OF THE BOARD

t is an honor to write this first HETS Annual Report message as the elected Chairman of the HETS Board of Directors. For many years, I have had the opportunity to watch this organization evolve and it is a pleasure for me to continue supporting its growth from this position. HETS is an organization that is positioned well to help many institutions to serve Latino students. And, these are the best of times for Latino students are repidly becoming a majority of the population attending our colleges, especially our community colleges.

In these times when technology plays a vital and varied role in the learning process, institutions with large numbers of students of Hispanic descent may be helped by a consortium of colleges and universities that pool their talents and resources to better serve this population. From sharing information about the letest software and hardware, to the creation of vahicles to promulgate collaboration among the institutions, to direct services to students such as the Placites (chat group sites that can be used for collaborative projects), to joint grant applications and collaboration with corporate partners. HETS is really a wonderful platform that can be used to advance student progress, time to degree and completion rates.

The launching of our HETS Online Journal, a peer-reviewed academic journal designed to serve as a forum for discussion about issues that impact our students marked the first step of our organization from the discussion stage to an action agenda. I am delighted to that Dr. Wonne Chirino-Klevans, from Walden University, agreed to serve as the Editor-in Chief leading a distinguished panel of educators who serve as the Editorial Board. The first issue was a success and we are looking forward to receiving submissions of articles for the second edition scheduled to be published in March, 2011.

The continued development of any consortium is dependent on the involvement of the members. As always, I appreciate the involvement of all the members of the Board of Directors and the corporate members. But our ambitious agenda calls for greater involvement, greater participation by the faculties of the member colleges and universities. It is my hope that we can expand our reach beyond the meinland and that we can use our capabilities in on-line instruction to augment the work of individual institutions so as to interact with colleges and universities in Latin, Central America, and the Caribbean.

I look forward to another year of great collaboration and good work.

Eduardo Marti, Ph.D.

Chairman of the HETS Board of Directors

Vice Chancellor for Community Colleges

The City University of New York

MESSAGE FROM THE EXECUTIVE DIRECTOR

Dear Members and Colleagues:

irst of all, I would like to thank our members and partners for making of 2009-2010 such a big year for HETS. The growth of our organization this year has been outstanding and our accomplishments have surpassed all expectations. It was a pleasure to finally see one of our dreams materialized: the HETS Best Practices Showcase. Twenty of our member institutions took part in this first annual event. We also had the opportunity to share with students from all over Puerto Rico through our first HETS Academic Fair. Another noteworthy achievement was the opportunity to submit our first research grant proposal. We expect to keep on pursuing research efforts and grant opportunities which have the potential to enhance our members' position as experts in educational technology. We will also seek out online education prospects for the improvement of opportunities for Hispanic learners. HETS will continue to take advantage of and promote different key opportunities to expose the organization's work and the work of our members at international venues.

This Annual Report celebrates the many accomplishments our organization had had during 2009-2010. While our Consortium has been able to achieve numerous milestones through the past three years, we know that none of this would have been possible without the support of our membership. I greatly appreciate the patronage of our members, the collaboration of our corporate affiliates, and the consistent trust and guidance of the Board of Directors. Let's continue working together towards the transformation of teaching and learning and the success of Hispanic students.

Best regards,

Yubelkys Montalvo, M.A.

Mubelly Stortate

Executive Director



Yubelkys Montalvo, M.A.
HETS Executive Director

"Let's continue working together towards the transformation of teaching and learning and the success of Hispanic students."



HETS: Transforming Teaching and Learning through a Technology Approach

OUR VISION:

To become the leading Hispanic bilingual technology-oriented consortium to efficiently and effectively enhance Hispanic student success and opportunities in Higher Education.

OUR MISSION:

To promote, support, and increase the capabilities of member institutions in order to enhance Hispanic student success and opportunities in Higher Education through:

Facilitating, promoting and nurturing strategic alliances among HETS members and the academic, governmental and corporate sectors. Supporting the acquisition and integration of new education-oriented technologies. Identifying expert support for members, and promoting collaborative funding opportunities.

or more than 17 years, HETS has been an advocate of the use of innovative technologies to improve higher education opportunities for Hispanics. While technological advances and strategic focus areas have evolved throughout the years, two constants in this process are: the intent to continue widening opportunities for the success of the Hispanic learner and the interest in building the necessary support systems to achieve this through the use of technology. However, it is still important to raise a few questions. Where do we stand today, as a consortium, in our path towards the accomplishment of our mission? What are the

next steps in moving forward?

For years, the HETS Consortium has been promoting an interesting discourse on how to "effectively" incorporate technology into education in order to foster student success. The organization has provided guidance to its members in understanding technology options available and has eagerly promoted distance and online education as a strategy to support the non-traditional Hispanic learner. For the past several years, HETS has focused many of its efforts on supporting the faculty development initiatives of its members and providing member constituencies opportunities for professional development. This is a key approach at this point of the existence of our organization. Moreover, this is a key approach to the discourse on technology in education in times when "student success" and "quality education" are top priorities in the higher education scenario. Behind these two concepts are two fundamental actions: "teaching" and "learning".

Effective incorporation of technology into higher education can be best measured by the yielded results. Of these expected results, one of the most important is student success. While post-secondary student success can be defined in many ways, in the end, it is quality learning and the assessment of how that learning supports the learner's road to "success". Thus, in approaching success, the use of technology should be able to support the accomplishment of quality teaching, quality learning, and quality assessment.

Higher Education institutions must continue to incorporate technology resources, tools, and systems aligned with an institution-wide approach to quality teaching and learning. The institution must support the establishment of a systemic technological approach that responds to the essence of true teaching and true learning. Faculty must cultivate teaching and assessment practices that lead to quality learning and adopt technologies that respond to those things needed to fulfill these practices. Supporting quality teaching and true learning through the incorporation of technology is an essential part of what HETS is. Being effective in the accomplishment of its mission requires being an ally of its members as they pursue approaches to secure student success through quality teaching and true learning. This is the road of transformation.





Por más de 17 años, HETS ha promovido el uso de tecnologías innovadoras como estrategia para mejorar las oportunidades de educación superior del estudiante hispano. Aunque el fin ha sido el mismo, el acercamiento ha variado a través de los años. Dos constantes se han mantenido: la intención de continuar aumentando las oportunidades de éxito del estudiante hispano y el interés en desarrollar los sistemas de apoyo necesarios para lograr esta meta a través del uso de la tecnología. HETS ha sido un propulsor de estrategias y prácticas para incorporar la tecnología efectivamente a la educación. En los últimos años, ha enfatizado en iniciativas de desarrollo de la facultad y el apoyo a los esfuerzos de desarrollo profesional de sus instituciones miembros. Además de ser un acercamiento clave como parte de su misión, el desarrollo de la facultad es fundamental en tiempos en que lograr el éxito estudiantil y una educación de calidad son prioridades en el escenario de la educación superior.

Ser efectivos en la incorporación de tecnologías a la educación superior depende de los resultados directos de la educación provista, particularmente el éxito del estudiante. Así, la efectividad de la incorporación de la tecnología debe estar atada a prácticas fundamentales para el logro del éxito estudiantil: enseñanza de calidad, aprendizaje de calidad y avalúo de calidad. Es preciso incorporar recursos, herramientas y sistemas alineados con un acercamiento institucional de calidad en el proceso de enseñanza y aprendizaje. La tecnología debe responder a la necesidad de alcanzar prácticas de enseñanza y avalúo de alta calidad y nivel de efectividad que produzcan un aprendizaje genuino. Facilitar un proceso de enseñanza-aprendizaje de calidad a través de la incorporación de la tecnología es parte esencial de la naturaleza del trabajo de HETS. Ser efectivo en el cumplimiento de su misión requiere del establecimiento de una alianza con sus miembros para lograr el éxito del estudiante universitario. Lograr un proceso de enseñanza de calidad y aprendizaje genuino es clave en este camino hacia la transformación de la educación.

HETS BOARD OF DIRECTORS 2009-2010

Executive Committee



Dr. José F. Méndez, Chair President Ana G. Méndez University System

VOTING Members



Dr. Carolyn Williams President Bronx Community College (CUNY)



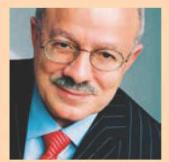
Dr. Robert Messina President Burlington County College



Dr. Angela Henderson Vice Chancellor City Colleges of Chicago (Designated Representative)



Prof. Martha Perkins Fort Hays State University [Designated Representative]



Dr. Eduardo J. Padrón, President Miami Dade College



Dr. William L. Pollard, President Medgar Evers College (CUNY)



Dr. Jorge I. Vélez Arocho Pontifical Catholic University of Puerto Rico



Dr. Eduardo J. Martí President Queensborough Community College (CUNY)

NON-VOTING Members



Dr. Dario A. Cortez President Berkeley College



Dr. Ana E. Cucurella-Adorno President Caribbean University



Dr. Héctor Santiago University of Puerto Rico Ex-Officio Member [Designated Representative]



Dr. Jerónimo C. Domínguez University of New Mexico Ex-Officio Member [Designated Representative]



Dr. Antonio Pérez, Vice-Chair President Borough of Manhattan Community College [CUNY]



Manuel J. Fernós, Esq., Treasurer President Inter American University of Puerto Rico



Prof. Nilda Nadal, Secretary President Universidad Central de Bayamón



Dr. Ernesto Vázquez-Barquel President Polytechnic University of Puerto Rico



Dr. Ricardo Fernández President Lehman College [CUNY]



Edwin Remos, Esq., President Huertas Junior College Puerto Rico



Mr. Varun Sehgal Hostos Community College (CUNY) (Designated Representative)



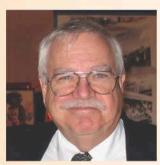
Jeremy Travis, Esq. President John Jay College of Criminal Justice [CUNY]



Dr. Ileana Rodríguez García, President Carlos Albizu University Puerto Rico



Dr. José J. Rivera President University of the Sacred Heart Puerto Rico



Mr. Douglas Ferrier University of Texas at Brownsville (Designated Representative)



Dr. Ivonne Chirino-Klevans Walden University (Designated Representative)



Dr. Wendy Lawrence University of Texas Pan American Ex-Officio Member [Designated Representative]



Dr. Tomás D. Morales President College of Staten Island (CUNY)



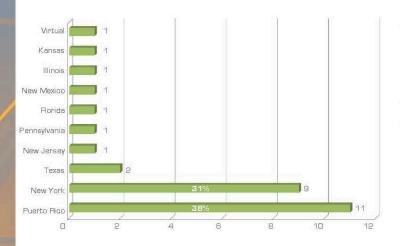
Dr. Javier Cevallos President Kutztown University of Pennsylvania



Dr. Carmen Claudio President National College University

HETS MEMBERS PROFILE 2009-2010

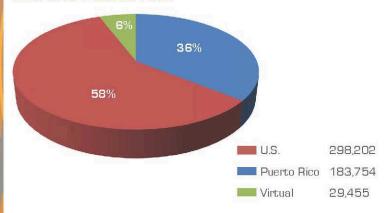
HETS Member Institutions by State



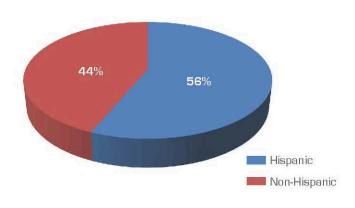
HETS Member Institutions: Enrollment by State



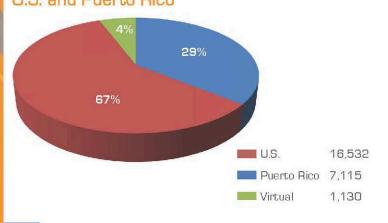
HETS Member Institutions: Total Enrollment U.S. and Puerto Rico

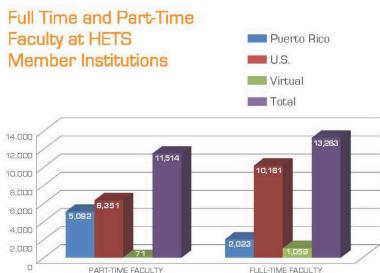


HETS Member Institutions: Hispanic Enrollment



HETS Member Institutions: Total Faculty U.S. and Puerto Rico





HETS MEMBERSHIP **2009-2010**

PUERTO RICO

Ana G. Méndez University System - PR & Florida

Caribbean University

Inter American University of Puerto Rico

Huertas Junior College

Pontifical Catholic University of Puerto Rico

Universidad Central de Bayamón

Carlos Albizu University - PR & Florida

University of Puerto Rico

University of the Sacred Heart

Polytechnic University of Puerto Rico

National College University

NEW YORK

Berkeley College

Borough of Manhattan Community College (CUNY)

Bronx Community College (CUNY)

College of Staten Island (CUNY)

Lehman College (CUNY)

Hostos Community College (CUNY)

John Jay College of Criminal Justice (CUNY)

Queensborough Community College (CUNY)

Medgar Evers College (CUNY)

TEXAS

University of Texas at Brownsville
University of Texas - Pan American

NEW JERSEY

Berkeley College

Burlington County College

ILLINOIS

City Colleges of Chicago

KANSAS

Fort Hays State University

FLORIDA

Miami-Dade College

NEW MEXICO

University of New Mexico

PENNSYLVANIA

Kutztown University

VIRTUAL COLLEGE

Walden University

CORPORATE

Plattform Higher Education

Ramona Munsell & Associates

Weil Group

NONPROFIT ORGANIZATIONS

COBIMET

Consortium for North American Higher Education Collaboration (CONAHEC)

Puerto Rico Council for Higher Education

Educational Testing Services (ETS)

Hispanic Information and Telecommunications Network (HITN)

Inter-America Distance Education Consortium (CREAD)

Secretaria de Educación Ocupacional y Técnica



KEY ACHIEVEMENTS OF 2009-2010

HETS 2009-2010 GOALS

Continue enhancing the sustainability capabilities of the organization
Provide direct services to members
Reinforce internal relations
and increase member participation
Complete the implementation
of the HETS Strategic Plan

CORE AREAS OF ACTION

Technology Resources
Faculty Development
Student Support Services

Enhancing Sustainability and Diversifying Resources

uring 2009-2010, HETS focused on four main strategies to enhance its level of sustainability: membership, events, sponsorships, and grant competitions. HETS achieved the renewal of 97% of its members. In efforts to increase membership, HETS approached educational institutions in both Puerto Rico and the United States. The organization recruited four new members, two institutional (Berkeley College and Caribbean University) and two corporate [Weil Group and COBIMET]. HETS Executive Director Montalvo also conducted outreach activities internationally by promoting the organization at CREAD's CITICED Conference in the Dominican Republic and at the Open Distance Learning Conference in the Oberta de Cataluña University in Barcelona, Spain. Also, as part of its partnership with Blackboard Corporation, HETS was invited to offer a workshop at Blackboard's forums in Colombia and Mexico, where it had the chance to network with 77 participants from 24 different international institutions.

Also, satisfying both its goals to increase its revenues and offer direct services to members, HETS delivered several sessions of its Professional Development Events and online workshops. HETS was also able in 2009-2010 to organize its first annual conference: the HETS Best Practices Showcase. Through these workshops and events, HETS was able to raise more than \$45,000 in revenues from registrations and \$33,000 in sponsorships.



2009-2010, Durante HETS mantuvo enfoque en cuatro estrategias principales para aumentar su nivel de capacidad para la sustentabilidad: membresías, eventos, auspicios, y la búsqueda y solicitud de oportunidades externas de fondos. La organización logró la renovación del 97% del total de sus miembros. Continuó, además, sus esfuerzos para reclutar nuevos miembros. Este proceso resultó en un total de cuatro nuevos miembros, dos instituciones postsecundarias y dos corporaciones. Otros reclutamiento participación en diversos eventos a nivel internacional. Otras estrategias de sustentabilidad incluyeron talleres educativos y eventos especiales. A través de éstos, HETS logró recaudar \$45,000 en ingresos por registro y \$33,000 en auspicios.

Professional Development Events

hrough face to face workshops, in 2009-2010, HETS served nearly 260 participants. A total of 17 face to face workshop sessions and one online session were delivered. Twelve face to face workshop sessions were part of the HETS Certification "Integration of New Technologies in Higher Education" and one was part of the New York "Training-the-Trainer" series. sessions of the workshop on "Assessing Quality in Online Course Design and Delivery" were delivered in New York this year. One session of the Teaching Online (TOL) in Spanish was offered. HETS also began offering educational services internationally through its partnership with Blackboard. A total of four sessions were offered to nearly 80 participants at the Blackboard forums in Colombia and Mexico.

Cerca de 260 miembros de facultad, administradores y otros profesionales participaron de los talleres de desarrollo profesional de HETS durante el año 2009-2010. Se ofreció un total de 17 sesiones presenciales y una sesión en línea. De las 17 sesiones presenciales, 12 fueron parte de la certificación "Integración de nuevas tecnologías en la educación superior". Dos se ofrecieron como parte de la serie "training-the-trainer" de la oficina regional de HETS en Nueva York. HETS también comenzó este año a proveer servicios educativos a nivel internacional, a través de su colaboración con Blackboard. Un total de cuatro sesiones se ofrecieron como parte de esta iniciativa, alcanzando alrededor de 80 participantes en Colombia y México.





HETS Regional Office in New York

ETS traveled to the US Northeast region to meet with member institutions and promote the Best Practices Showcase in September 2009. Executive Director Montalvo met with 39 key contacts from all member institutions in New York, New Jersey, and Pennsylvania. As a result, 18 of the 34 proposals submitted for the Best Practices Showcase were from members in this region. These meetings also allowed dissemination of information about HETS services and discussion of members' interests. New resources were identified to develop additional HETS services, as well.

In May 2010, two sessions of the workshop "Assessing Quality in Online Course Design and Delivery" were delivered at Borough of Manhattan Community College by Prof. Martin Hoffman, from Burlington County College. Participants from Borough of Manhattan

Community College, John Jay College, Lehman College, Queensborough Community College, and Burlington County College attended the workshop.

HETS viajó a la región noreste de los Estados Unidos para reunirse con sus instituciones miembros en la región y promover su conferencia anual. La Directora Ejecutiva compartió con 39 contactos claves de instituciones en Nueva York, Nueva Jersey y Pensilvania. Como resultado, 18 de 34 propuestas para el Best Practices Showcase provinieron de las instituciones miembros en esta región. En mayo de 2010, HETS ofreció dos sesiones del taller Assessing Quality in Online Course Design and Delivery en Borough of Manhattan Community College.





Strengthening Relations with Members and Partners

s part of its efforts to reinforce internal relations and increase member involvement, the HETS office continued visiting member campuses. These included visits to Fort Hays State University (Kansas), University of New Mexico, City Colleges of Chicago, and Berkeley College during the first semester of the year. In the second semester, HETS had the chance to share ideas with constituencies from Universidad del Este in Yauco and the Río Piedras campus of the University of Puerto Rico.

Executive Director Montalvo also coordinated conference calls with HETS corporate members

to explore their interests and provide them with opportunities to take advantage of the HETS Best Practices Showcase. As one of the results of these conversations, corporate member Ramona Munsell & Associates organized and sponsored a workshop on Title V and other funding opportunities available for Hispanic Serving Institutions at the HETS Best Practices Showcase. Internal relations efforts included, as well, the dissemination of key information, resources, and recent news through The HETS Connection, 2008-2009 HETS the Annual Report, and several promotional email campaigns.





Como parte de sus esfuerzos para reforzar las relaciones internas y aumentar la participación de sus miembros, la oficina de HETS continuó realizando visitas a diversos recintos de sus instituciones miembros durante el 2009-2010. La Directora Ejecutiva realizó visitas a Fort Hays State University (Kansas), University of New Mexico, City Colleges of Chicago y Berkeley College (Nueva York) durante el primer semestre del año. Se realizaron, además, llamadas en conferencia con los miembros corporativos para explorar

sus intereses y orientarles sobre las oportunidades disponibles de participación en el Best Practices Showcase. Como resultado, se logró que Ramona Munsell & Associates organizara y auspiciara un taller sobre Título V para los miembros de HETS. Otros esfuerzos de relaciones internas incluyeron la difusión de información, recursos y noticias a través del boletín electrónico HETS Connection, el Informe Anual 2008-2009 y varias campañas promocionales a través de correo electrónico.

Sharing Our Knowledge with the World: The HETS Online Journal

"Take education to a higher level. Let's share our knowledge with the world"

ne of the greatest achievements of year 2009-2010 was the establishment of the first ever HETS peer-reviewed publication: the HETS Online Journal. The purpose of this online publication is to disseminate research, findings, and best practices in online education worldwide. The publication's target audience is intends to reach professionals interested in the areas of online teaching, learning, and training. The journal features peer-reviewed and high quality scientific research review, evidence-based papers, articles, as well as other products of research in the field of technology in education. For the inaugural issue of the publication, launched in fall of 2010, a total of five articles were reviewed. Four articles were published from authors from Lehman College, Queensborough Community College, Kutztown University and COBIMET. This publication represents another important milestone in the history of HETS, especially with regards to the engagement and impact on faculty.

With this publication, HETS expects to continue expanding its reach and impacting organizations and individuals beyond its members, at both national and international levels. Through the HETS Online Journal, HETS members will be able to share their knowledge and experience with the world, while disseminating key information about the potential of technology in education to transform teaching and learning.



Impact of the HETS Online Journal

Key to showcase best practices
A way to collaborate with each other
Helps HETS and its membership
identify and recognize experts
Strengthens our image as an
organization committed to
contribute to others
A tangible and viable project to
engage our member institutions



Uno de los grandes logros de este año fue el desarrollo de la primera publicación profesional de HETS. A través del HETS Online Journal, el Consorcio procura divulgar información valiosa acerca de investigaciones, resultados, uso y mejores prácticas en educación en línea entre aquéllos interesados en el tema a nivel mundial. Especialmente, la publicación pretende alcanzar a profesionales interesados en las áreas de enseñanza, aprendizaje y adiestramiento en línea. Esta revista profesional incluye artículos científicos,

investigaciones, y artículos con base en evidencia revisados por un grupo de pares de las instituciones miembros de HETS. Para la primera edición, un total de cinco artículos fueron evaluados. Se seleccionaron cuatro artículos de autores de Lehman College, Gueensborough Community College, Kutztown University y COBIMET. El HETS Online Journal representa otro importante paso en la historia de esta organización, particularmente con relación a la participación activa de miembros de la facultad.



First HETS Best Practices Showcase

Participants' Reactions to the First Annual HETS Best Practices Showcase

"Very informative and helpful to know what other colleges are doing as Best Practice. Great speakers!"

"Inspired me to learn more."

"Had the opportunity to network and bring ideas back to my department and institution."

"Opportunity to share information and learn from others in different yet complementary programs/institutions."

"Sense of community and a lot of sharing among participants."

"Learned about other institutions' experiences in education with technology." he HETS educational agenda
in 2009-2010 included the
coordination and delivery of the first
Best Practices Showcase, held in January 2010
in San Juan, Puerto Rico. Themed "Celebrating
Technology Innovation for Hispanic Success in
Higher Education", the Best Practices Showcase
gathered the Consortium's member institutions to
share their innovative initiatives and best practices
in the integration of technology and education for
the benefit of the academic community.

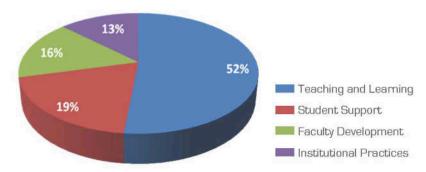
With this event, HETS celebrated the innovative

use of technology to enhance teaching, learning, and student support strategies in postsecondary education. Topics included new classroom technologies, innovative learning support tools, collaboration tools, and the integration of social networks to the learning process, among others. More than 20 member institutions were represented and more than 120 participants and presenters attended. Also, 32 different projects were presented. This event was an extraordinary opportunity to expand learning opportunities and provide access to invaluable resources.





Distribution of Presentations by Track





The HETS Best Practices Showcase allowed the development of strategic alliances and the establishment of a liaison with the federal government and showcased HETS as a leader in integration of new technologies and faculty development. HETS experts were able to contribute beyond their institutions and reach out to audiences beyond HETS members. Finally, the event helped strengthen partnerships with corporate members in a context of a tangible win-win situation. As part of the HETS Best Practices Showcase, HETS also organized its first ever Academic Fair, with the participation of 15 member institutions, including five institutions from the United States, Nearly 450 students attended this event and specific contact information was collected from more

than 200 students. Prior to the Best Practices Showcase, a group of more than 60 faculty members and institutional staff participated in a pre-conference workshop on Title V sponsored and delivered by corporate member Ramona Munsell and Associates.

The HETS Best Practices Showcase achieved the participation of more than 70% of the total HETS membership. A total of 35 proposals were submitted and more than 10 corporate sponsors supported the event, reaching over \$35,000 in sponsorships and \$20,000 in registration. The showcase also included the participation of Mr. Juan Sepúlveda, Director of the White House Initiative on Educational Excellence for Hispanic-Americans, as keynote speaker.

La agenda educativa de HETS en el 2009-2010 incluyó la coordinación de su primera conferencia anual: HETS Best Practices Showcase. La misma se llevó a cabo en enero de 2010 en San Juan, Puerto Rico. Bajo el tema "Celebrando la Innovación en la Tecnología para el Éxito Hispano en la Educación Superior", este evento reunió a las instituciones miembros para compartir prácticas innovadoras de integración de la tecnología en la educación. Algunas de las mejores prácticas presentadas incluyeron:

nuevas tecnologías del salón de clases, herramientas innovadoras de apoyo al aprendizaje, herramientas de colaboración y la integración de redes sociales al proceso de aprendizaje. Más de 20 instituciones miembros estuvieron representadas y más de 120 participantes y conferenciantes asistieron al evento. Un total de 32 proyectos fueron presentados. Además de ofrecer una importante oportunidad a sus miembros, HETS logró recaudar más de \$35,000 en auspicios y \$20,000 en registro.

Reaching Out and Expanding Our Impact

Outreach Initiatives, International efforts, and Corporate Relations

n 2009-2010, the HETS office took advantage of several key opportunities to continue promoting the organization's efforts. HETS participated in several conferences and congresses, including the Ana G. Mendez University System's Annual Conference and the Inter American University of Puerto Rico's Congress. An interview to speak about the results of the Best Practices Showcase was coordinated with the Sistema TV Informa, news program Ana G. Méndez University System's broadcasting station. HETS also launched a series of web strategies for public exposure and reporting purposes. Web statistics showed increased visits from international locations such as Mexico, Spain, Venezuela, Colombia, Argentina, and India.

To outreach for new institutions and organizational partners internationally, the Consortium participated in the CITICED-CREAD Conference in the Dominican Republic, where a presentation was delivered on the impact of HETS's faculty development workshops. HETS also attended the Cátedra UNESCO Conference at the Oberta de Cataluña University. At the Blackboard forums in Colombia and Mexico, HETS was able to network with more than 70 experts from 24 different countries. Worth highlighting is also the organization's participation in the Advisory Board

for the development of the 2010 Ibero-American Horizon Project. Executive Director Montalvo and two other experts from its two of HETS member institutions were invited to be part of this renowned initiative.

Other public exposure strategies included regular and special publications. HETS published the 2008-2009 Annual Report and disseminated event-related and organizational information through the Best Practices Showcase Program. The organization also worked on the development of the first issue of the HETS Online Journal. This publication will be key to showcase best practices, promote HETS members as experts in the educational technology and online education areas, and strengthen the Consortium's image as an organization committed to contribute to others.

Corporate relations were fostered through ongoing communication with corporate members. HETS explored their interest in collaborating to provide new services to HETS members and promoting corporate members' participation in the HETS Best Practices Showcase. Two meetings between the HETS Board Executive Committee and HETS corporate affiliates took place during the 2009-2010 period. These meetings were fundamental to explore potential roads of collaboration and to



discuss corporate representatives' agendas as HETS affiliates. As a result of these conversations, the HETS Corporate Partnership Program was established. This program seeks to establish mutually beneficial arrangements with corporate partners interested in advancing post-secondary education through targeted partnership, sponsorship, and gift opportunities. It allows partners and donors to be leading, recognized supporters of the creation and development of programs and specific activities to enhance the role of educational technology and technology resources in the advancement of Hispanic Higher Education. There are several levels of partnership and gift opportunities available that can accommodate corporate partners' interests, as long as they align with the mission of HETS and its member institutions. During the summer's Board Meeting, corporate affiliate Ramona Munsell & Associates committed to becoming the Consortium's first ever Major Corporate Partner.

Also this year, the HETS-Blackboard partnership was strengthened, as HETS is now collaborating as a faculty development provider for the corporation's audiences and partners. Two new corporate members were recruited: Weil Group and COBIMET.

INFORME HORIZON INSURANCES Bienvenid@s

Durante este año, la oficina de HETS tomó ventaja de varias oportunidades de exposición para continuar promoviendo los esfuerzos de la organización. Entre otros, HETS participó en la conferencia anual del Sistema Universitario Ana G. Méndez y el congreso anual de la Universidad Interamericana de Puerto Rico. Como parte de sus esfuerzos para atraer nuevos miembros y socios corporativos a nivel internacional, la Directora Ejecutiva participó en la Conferencia CITICED de CREAD en la República Dominicana y la Conferencia Cátedra UNESCO en la Universidad Oberta de Cataluña. Además, durante su participación en los eventos educativos de Blackboard en México y Colombia, la organización tuvo la oportunidad de establecer redes con más de 70 expertos de 24 países distintos. HETS participó también en el comité asesor para el desarrollo del Horizon Report de Iberoamérica. Otras estrategias de exposición, como la distribución de tanto publicaciones regulares como especiales, fueron parte de la agenda de este año.

Por otro lado, el Consorcio fortaleció las relaciones con sus miembros corporativos. Entre otras estrategias, HETS procuró la participación de sus miembros corporativos en la reunión de la Junta a través de sesiones corporativas con el Comité Ejecutivo de la Junta. Estas reuniones fueron clave para explorar posibles colaboraciones y conocer mejor las agendas de los miembros corporativos. Como resultado de estas conversaciones, HETS logró establecer un programa corporativo que propicia acuerdos mutuamente beneficiosos que permitan continuar el desarrollo de programas y servicios para los miembros de HETS. Durante la reunión de Junta de verano de 2010, Ramona Munsell & Associates mostró su interés y compromiso para convertirse en el primer HETS Major Corporate Partner. Este año, además, se logró fortalecer la colaboración con Blackboard y dos nuevos miembros corporativos fueron reclutados: Weil Group y COBIMET.



Membership Empowered

The HETS Task Forces

uring 2009-2010, HETS had the opportunity to witness the continuing development contributions of the HETS Task Forces. These task forces were established in 2007 to support the development and implementation of HETS activities and services. These groups, focus on Technology, Faculty Development, and Student Support, and respond to the Consortium's purpose of better serving Hispanic students in succeeding in college through effectively integrated technologies, while also taking into consideration the importance of supporting faculty and institutional administrators in this process.

This year, members of the task forces had a prominent role as part of the Evaluation Committee for the Best Practices Showcase, applying their expertise to identify key innovative projects. They were also able to interact face to face at the event. Task forces also worked on developing a work plan for the three HETS core areas to support long-term planning. The Technology Task Force actively participated in the development of the HETS-Blackboard portal, which aims at providing support tools and resources for member institutions and sharing best practices, especially innovative student support projects.

A consultant was hired to coordinate the work of the HETS Task Forces and encourage new initiatives. An updated database of task force members was created to organize and facilitate communication among them. A database system has been used as a tool for communication with the three groups and a workspace in Google was created for document sharing and collaboration. Conference calls take place every other month

and follow up emails are sent biweekly. Towards the end of the 2009-2010 year, Task Force members began reviewing the latest members' survey, programmed to be conducted in September 2010. The three surveys under development focus on technology training needs, tools used and experts in using such tools, topics for online demonstrations, forms of delivery of training sessions, details on student information systems, and student information system enhancements needed.

Establishment of Board Standing Committees

In 2009-2010, the HETS Board of Directors approved the establishment of a series of Board Committees to participate more actively in the ongoing evolution of the organization's planning, programmatic, and growth initiatives. These committees are expected to make recommendations for the consideration of the Board. A Planning and Finance Committee was appointed as a way of responding to the Consortium's need to plan for new activities and look forward to the challenges and growth needs posed by years to come. The Planning and Finance Committee will be charged with the role of supporting the strategic planning of the organization, revising HETS quarterly, midterm, and final financial reports, and submitting recommendations to the Board. This Committee will lead the 2011-2014 strategic planning process.

The Board also approved the establishment of other three programmatic and topic-relevant standing committees: Academic Committee, Student Services Committee, and Technology Committee. These committees will work

closely with the HETS Task Forces in assuring appropriate direction and efforts that continue responding to the needs of member institutions. The Academic Committee will give direction to the Board on academic issues and evaluate recommendations from the Faculty Development Task Force to develop new services or strategic alliances. The Student Services Committee will guide the Board on issues related to student services and evaluate recommendations from the Student Support Task Force to develop new services and alliances. Lastly, the Technology Committee will provide guidance on technologyrelated issues and assess recommendations from the Technology Task Force. The HETS Task Forces are expected to report to and collaborate with Board Committees.

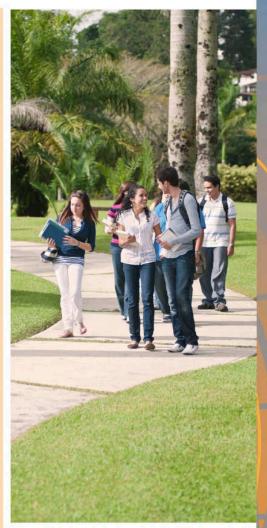
Collaboration among HETS Members

Throughout the year, HETS continued fostering collaboration among its members as well. Key collaboration opportunities among member institutions allowed members to benefit from each other's experiences and expertise. The University of Texas at Brownsville (UTB) collaborated with the Inter American University of Puerto Rico and provided advisement on a variety of new technology service options available. UTB also collaborated with the University of Puerto Rico in a recently awarded project and, together with the HETS office, helped increase awareness levels and adoption of technology at Burlington County College by demonstrating and discussing the potential of technology in this institution.

Durante el 2009-2010, los miembros de los grupos de trabajo interinstitucionales de HETS (HETS Task Forces) tuvieron un rol prominente como parte del Comité de Evaluación del Best Practices Showcase. Estos grupos trabajaron, además, en el desarrollo de un plan de trabajo para cada una de las tres áreas estratégicas de HETS, en apoyo al proceso de planificación a largo plazo de la organización. El grupo de tecnología, por su parte, participó activamente en el desarrollo del portal HETS-Blackboard, que provee herramientas y recursos de apoyo para las instituciones miembros, incluyendo mejores prácticas.

Por otro lado, la Junta de Directores aprobó el establecimiento de una serie de comités de Junta que les permita participar más activamente en procesos de planificación e iniciativas de crecimiento. Se espera que estos comités presenten recomendaciones para consideración de la junta en las áreas de: planificación y finanzas, asuntos académicos, servicios de apoyo al estudiante y tecnología. Comité de Planificación y Finanzas estará a cargo de recomendar decisiones relacionadas con la dirección a largo plazo de HETS y su sustentabilidad. Los otros tres comités trabajarán de cerca con los grupos de trabajo para continuar respondiendo a las necesidades de los miembros.

Otras iniciativas incluyeron la colaboración entre miembros de la organización. Diversas colaboraciones entre instituciones les permitieron beneficiarse de las experiencias el peritaje de unos y otros.





HIGHLIGHTS FROM THE 2007-2010 STRATEGIC PLAN PERIOD

rom 2007 to 2010, the HETS Consortium implemented the proposed in its first efforts ever strategic plan. The development and implementation of this strategic plan had a great role in the growth and progress experienced by HETS throughout the past years. During this period, the Consortium was able to achieve significant sustainability goals, develop and deliver a core set of member services, and highly promote professional development at member institutions. The 2007-2010 Strategic Plan also helped the organization increase its capacity and support networks to achieve exposure at national and international levels, coordinate its first annual conference, and develop its first peer-reviewed publication. The initiatives implemented allowed HETS to strengthen its image among member constituencies, increase awareness about its existence, gain recognition as a professional development provider, and position itself as a leading organization dedicated to transform post-secondary education through the effective use of technology.

Since 2007, starting year of the HETS Strategic Planning period, HETS has focused its work on strategies and activities to directly provide member institutions with a myriad of enriching opportunities to strengthen their capacity to further promote student success. A total of 55 educational opportunities were offered during this period. These include over 42 face to face workshop sessions, six online workshop sessions, one live workshop webcast, two symposia, and four international workshop sessions. During this timeframe, almost 100 certifications were awarded to faculty and

administrators from HETS member institutions. Various other educational events were organized in Puerto Rico, New York, Texas, Mexico, and Colombia. The HETS Best Practices Showcase included the delivery of 32 presentations on best practices developed and implemented by HETS members. The opportunity to share and learn from other colleagues motivated almost 70% of HETS member institutions to submit proposals to present their best practices.

HETS has worked to create many opportunities to interact with key contacts at member institutions to continue learning about their needs and interests. The HETS office conducted, during this term, 77 campus visits. Faculty needs were assessed on an ongoing basis through workshop evaluations, surveys, and campus visits. Surveys were also used to explore needs in the areas of technology and student support. Most of this survey research work was carried out by the HETS Task Forces, and by the end of the period, 41 representatives from 15 member institutions were collaborating, sharing, and serving other members through their involvement in the HETS Task Forces.

The financial viability and growth potential of HETS were also greatly enhanced from 2007 to 2010. Over \$120,000 in revenues were raised from educational events during this period. Also, key collaborations with corporate partners were developed in order to support direct services and foster organizational growth and sustainability. Agreements with and involvement from several corporations were secured, including Blackboard, Tegrity, and Ramona Munsell & Associates were achieved. A partnership with

Blackboard was established to create a Best Practices portal using the company's platform. Ramona Munsell & Associates agreed to become the Consortium's firs Major Corporate Partner. Collaborations were also developed with Hispanic Information and Telecomunications Network (HITN), Educational Testing Service (ETS), CREAD and the Puerto Rico Council on Higher Education. An agreement was set to provide members with access to the Testing and Education Reference Center.

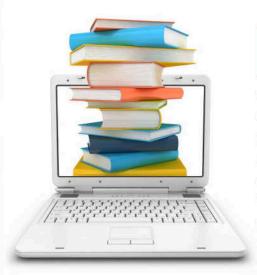
Key collaborations with member institutions were also fostered and achieved. HETS established partnerships with Walden University and the Ana G. Méndez University System to develop and deliver faculty development opportunities. HETS also began identifying experts in diverse areas to support members' efforts through advising and professional development opportunities. Mentoring opportunities occurred, as well, within the context of Task Forces, workshops, and events. To enhance opportunities of providing direct services to members, specifically designed for their needs, HETS also opened a regional office in New York.

According to the Board's assessment of the organization's performance, some of the biggest accomplishments throughout this period include: the development of an effective and proactive management, the creation of strategic task forces, the development of strategic alliances and collaborative agreements, the development of organizational publications, and the implementation of sustainability strategies. The next strategic planning term is proposed to begin in 2011, extending through year 2014.

Del 2007 al 2010, el Consorcio HETS implantó los esfuerzos propuestos en su primer plan estratégico. El desarrollo y la implantación de este plan contribuyeron significativamente al crecimiento y progreso experimentado por HETS durante los últimos años. En este período, el Consorcio tuvo logros sobresalientes en sus metas de sustentabilidad. en el desarrollo y ofrecimiento de servicios directos para sus miembros y la promoción del desarrollo de la facultad en sus instituciones miembros. El plan estratégico 2007-2010 también ayudó a la organización a aumentar su capacidad y redes de apoyo para lograr exposición a nivel nacional e internacional, coordinar su primera conferencia anual y desarrollar su primera publicación profesional. Las iniciativas implantadas le permitieron al Consorcio fortalecer su imagen entre sus miembros, aumentar el nivel de conciencia acerca de su existencia, ganar reconocimiento como proveedor de servicios de desarrollo profesional y posicionarse como una organización líder en su área.



USING TECHNOLOGY TO REACH AND SERVE OUR MEMBERS



he HETS Consortium has been using several technology options to serve its members, disseminate information resources. expanding its impact. The Testing and Education Reference Center (TERC) license was renewed, as part of the online benefits for member institutions and, especially, their students. A new "Career Transition" service was added to support students' job search process. This new section includes functionalities to explore career paths, assess interest and skills, create resumes, and apply for jobs. In 2009-2010, the TERC received over 1,200 visits. The HETS website, on the other hand, served the purpose of disseminating event results and presentations through the web. Members have direct access to presentations on best practices and support services available through the Consortium's official website. The HETS website was under review during 2009-2010 and will be considerably updated during year 2010-2011.

The HETS Technology Task Force worked during 2009-2010 on the development of the HETS-Blackboard portal, a pilot project that aims at providing support tools and resources for member institutions and sharing best practices, especially those related to student support. The HETS Portal is hosted at University of Texas Brownsville, on software provided by Blackboard Corporation.

Several modules were created, including a video gallery with presentations, workshops, and webcasts, and an online catalog to provide member institutions with the possibility of uploading their online courses. So far, bilingual courses from Kutztown University's Small Business Development Center on Entrepreneurship have been included in the portal. The portal has also made available resources from Miami Dade College's FIPSE eWriting project, which supports students with ESL/Remediation resources. The portal currently has a content area facilitated by a pilot of the Virtual Hard Drive that allows institutions to create and upload their own contents, collaborate with other members, and create portfolios.

This year, technology also made possible the development of one of the Consortium's most significant initiatives: The HETS Online Journal. Through an innovative and attractive technology application, HETS members will be able to access articles from experts at member institutions, print them out, and provide feedback. In 2010-2011, member institutions and other external organizations and individuals will be able to interact on topics discussed in these articles and exchange ideas with authors and member constituencies. Technology has been fundamental in supporting HETS efforts to engage members in collaboration and peer-learning experiences.



HETS utilizó varias opciones de tecnología para proveer servicio a sus miembros, divulgar información, difundir recursos y continuar expandiendo su impacto. La organización renovó la licencia del Testing and Education Reference Center (TERC) y añadió el servicio de Career Transition, que apoya a los estudiantes en su proceso de búsqueda de empleo. Por su parte, el grupo de trabajo

de Tecnología trabajó en el desarrollo del portal de HETS-Blackboard, un proyecto piloto que procura proveer acceso a recursos y herramientas de apoyo, incluyendo mejores prácticas de servicios de apoyo al estudiante. Este año, además, la tecnología hizo posible el desarrollo de una de las iniciativas más significativas del Consorcio: el HETS Online Journal.

FINANCIAL STATEMENTS 2009-2010

Budget Analysis - Revenues

Description	Original Budget	Actual 6/18/2010	Variance Budget vs. Actual Amounts	Percentage Achieved
Membership Dues	\$127,000	\$127,485	(\$485)	100%
Online Workshops	\$10,600	\$1,975	\$8,625	19%
Sponsorships	\$40,000	\$40,655	(\$655)	102%
Event registration	\$24,000	\$30,683	(\$6,683)	128%
Special Events	\$31,500	\$20,678	\$10,822	66%
Subtotal	\$233,100	\$221,476	\$11,624	95%

Contributions

Description

Travel

Reserve

Promotional Materials

Liability Insurance

Total Expenses

Miscellaneous

Total Revenues	\$245,60	0 \$233,976	\$11,624	95%
INTER/SUAGM Hosting Contribution	\$12,500	\$12,500	Ty.	100%
Contributions				

Actual

Variance Budget

Percentage

122%

235%

100%

100%

297%

101%

Budget Analysis - Expenses

Original

\$15,000

\$3,000

\$2,000

\$5,000

\$444

	Budget	6/18/2010	vs. Actual Amounts	Achieved
Administrative	\$111,836	\$97,004	\$14,832	87%
Direct Services				
Organizational Development (Marketing and Outreach)	\$16,800	\$16,472	\$328	98%
Web Development	\$9,600	\$7,685	\$1,916	80%
Grant Writing and Content Development	\$5,000	\$4,000	\$1,000	80%
Workshop Coordinator	\$7,680	\$8,214	(\$534)	107%
Faculty Support Services	\$15,360	\$14,839	\$521	97%
Student Support Services	\$5,000	\$6,000	(\$1,000)	120%
Special Events	\$13,000	\$13,330	(\$330)	103%
Operational				
Telecommunications	\$1,000	\$4,057	(\$3,057)	406%
Marketing and Fundraising	\$33,480	\$40,468	(\$6,988)	121%
Supplies	\$1,400	\$2,320	(\$920)	166%

\$18,282

\$7,051

\$1,999

\$5,000

\$1,320

\$245,600 \$248,041

(\$3,282)

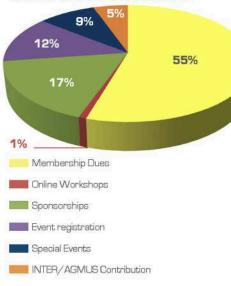
(\$4,051)

(\$876)

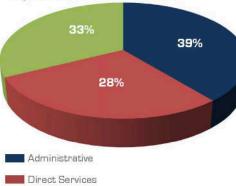
(\$2,441)

\$1

Distribution of 2009-2010 Revenues



Distribution of Expenses 2009-2010



Distribution of 2009-2010 Expenses Related to Direct Services

Operational



Student Support Services

Special Events

Board Officers 2010-2012

The HETS office congratulates the recently elected 2010-2012 HETS Board Officers.



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Dr. José F. Méndez Vice-Chair



Dr. José J. Rivera Treasurer



Prof. Nilda Nadal Secretary



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