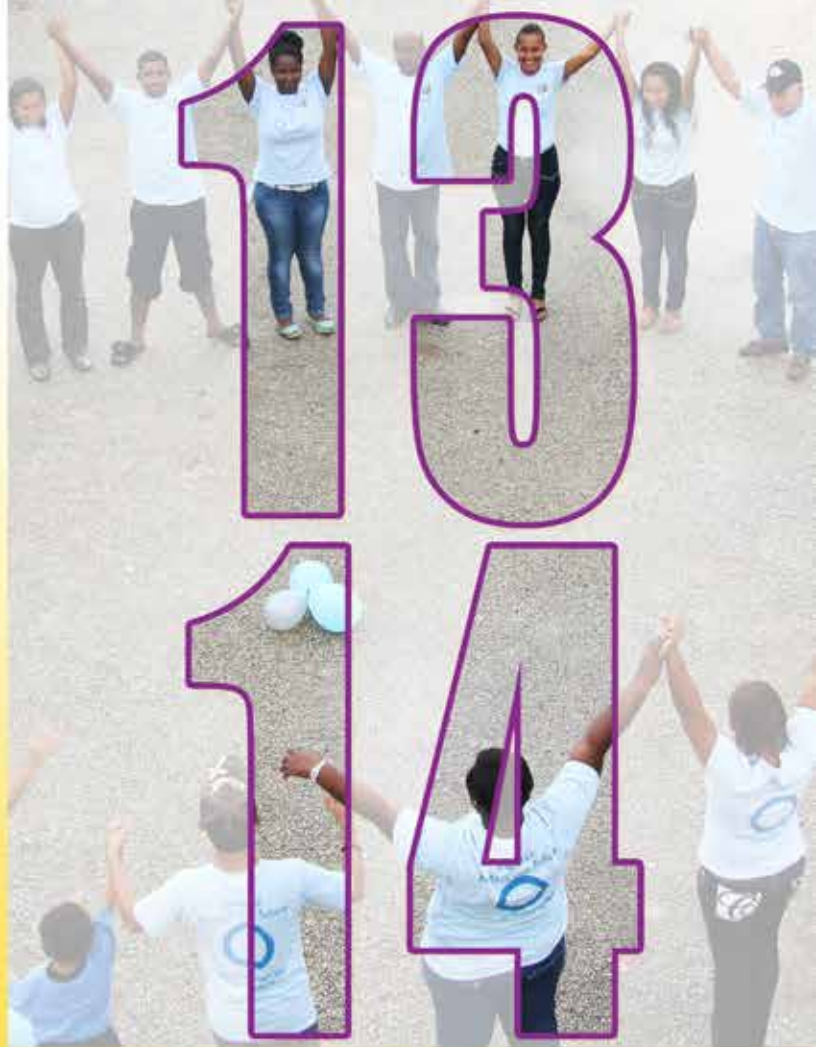


University of Belize



Education Empowers a Nation

CONSOLIDATED ANNUAL REPORT 2013-2016



mission

The University of Belize is a national, autonomous, and multi-location institution committed to excellence in higher education, research, and service for national development. As a catalyst of change it provides relevant, affordable, and accessible, educational and training programs that address national needs based on principles of academic freedom, equity, transparency, merit, and accountability.

vision

The intention is the transformation of the University as a recognized university in the region and as the premier degree-granting university in Belize, which is student-centered and which responds to the national development needs and priorities of the country and aspirations of higher education.

core values

Excellence and Merit
Relevance and Contribution to National Needs
Spirit of Inquiry and Academic Freedom
Diversity and Equitable Access
Sustainability and Future Orientation
Accountability and Transparency
Empowerment and Initiative



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Management Team

Dr. Carey Fraser
President 2011 - 2013



Alan Slusher
President 2014 - 2017

Dr Wilma Wright
Provost 2012 - 2016



Dr. Cynthia Thompson
Assist. Provost 2012 - 2016

Hertha Gentle
Human Resources 2010-2016



Sherlene Julien
Financial Director 2015-2016

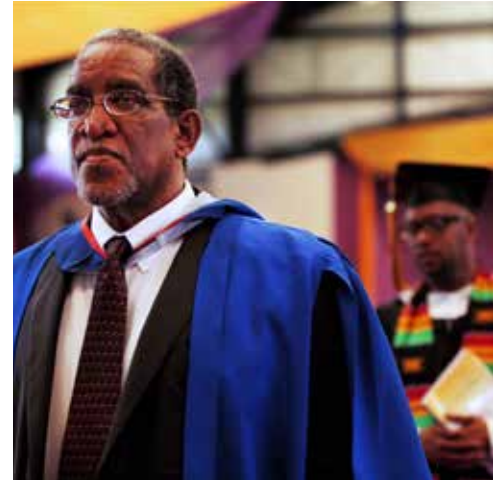
Guiding the university requires a combination of vision, resources and a sense of purpose. The Offices of President, Provost, Finance and Human Resource along with faculty and students work together to build and support an efficient and flexible infrastructure as well as to keep the university on course.



PRESIDENT'S MESSAGE

Alan Slusher, President, 2014-2017

During 2013-2016, the University of Belize sought to consolidate and strengthen its internal operations while intensifying its efforts to improve the quality, coverage and extent of teaching and research activities. This involved a considerable number of senior staff vacancies at management levels, both in administration and in teaching and research. In 2013 the institution faced substantial challenges in financing its operations and in managing its internal processes even as it sought to respond to requests from academic staff and students to expand outreach and research activities, and from Government to provide quality teacher-training, particularly in early childhood education.



UB was also challenged to provide greater support to junior colleges through establishing, in an agreed articulation framework, a dependable path to a bachelor's degree for graduates from those institutions. At the same time, it also sought, through its own internal processes, to restructure its academic curricula and teaching delivery to meet the expectations of the wider community (including students without easy access to campus facilities), and those of its students seeking to enter external post-graduate institutions.

Staffing the institution adequately, both at the administrative and academic levels, remained the single largest challenge facing the institution throughout the review period, and lack of success in this area was the major obstacle in achieving substantially improved operational outcomes. UB met with mixed success in its attempts to fill vacant posts with suitable individuals, reflecting both a shortage of trained professionals in the country as a whole, partly as a result of the absence of adequate post-graduate training capacity in Belize, and the difficulty facing public sector institutions in meeting the remuneration expectations of an increasingly internationally mobile population. Nevertheless, at the end of the 2016 academic year efforts were substantially advanced to recruit a suitably experienced and qualified President, Provost, and Vice-President.





Meanwhile, the internal effort to complete and operationalize the Institutional Curriculum Review continued. One critical unresolved issue in this area involved a need for arrangements for independent verification of the academic and teaching performance of students and lecturers.

Furthermore, with a view toward a strategic re-direction of the institution and its operations, external consultants were engaged, with financial assistance from the Caribbean Development Bank, to undertake a complete review of UB's structures and processes in light of its role as the country's public-sector-controlled national university. The review also involved an assessment of the financial implications of the resulting recommendations, as well as suggestions regarding how UB's relations with educational and other institutions within and outside of Belize might be leveraged for the benefit of the institution and the country.

As the Report shows in the following pages, despite the challenges, the University maintained good relationships with its external stakeholders, and internal relationships were free from major difficulty. Relations between academic staff and students were generally good; there was strong support from the wider community – especially the business community – for student activities, particularly for internships; and the staff of the University exhibited a considerable degree of understanding and restraint when they were not included in a series of public sector pay increases.

I would like to take this opportunity to thank students and staff of the University of Belize, the Minister of Education and the Ministry and its staff, and particularly the Board of Trustees and its Chairman, for their very substantial and sustained efforts to support and advance our national institution of higher learning, and for understanding that it is only through our own individual and collective efforts that will we achieve our shared goals for the development of our country.



Alan Plusher, President

Admissions Office

The University of Belize is growing steadily to meet national needs and the Admission's Office is one of the primary faces of the university in the public sphere. As the nation's premier university transitions to a much larger institution, and from granting mostly associate degrees to granting largely bachelor's degrees, the Admission's Office, in its recruitment, processing and orientation of new students, must meet the challenge of rigorous review and revision of its policies, systems, and approaches to manage a dynamic university culture. Recruitment teams now work year-round, focusing on readiness for off campus visits and coordinating timelines with related departments on campus.



Growth Transition and Revision

To improve the visibility of the university and its offerings the office engages both traditional and contemporary media sources for public relations and recruitment including visual, auditory, print and virtual media. The role of feasible approaches to technology in this transition cannot be overstated and to advance in this area, the admission's office has dedicated valuable time and resources to professional development to improve recruitment processes, policies, and procedures, as well as customer service.



Governance and management will continue to be made more efficient and effective through ongoing updates, training and evaluation of personnel and systems, as well as active communication and innovative coordination with departments and offices throughout the university. During this three-year period, we met the challenge of revising our processing systems (human and technological), both of which required updating and review, as well as effective implementation.



This is an exciting moment in the history of the university as enrollment continues to increase and the University of Belize expands accordingly, moving forward with an effective and sustainable system. As the university changes and grows, this office will continue to improve its function and visibility, increasing its involvement in the areas of research, partnerships and opportunities for internships and exchanges through scholarships and fellowships.





Overview



Staying The Course



As UB travels forward on its chosen course as a multi-location institution committed to excellence, it must embrace its own methods of transformation, evolving towards a truly student-centered institution dedicated to national development. In the 2013-16 period the university has created and been the beneficiary of important opportunities for growth, particularly in the areas of sustainability and future orientation, two of its Core Values.

To explore potential methods for implementing these two Core Values, UB undertook an extensive self-study in the form of an Institutional Curriculum Review (ICR). Transitioning from its past, as five separate learning institutions, into a future as a dynamic university, UB has done well to engage in a self-reflection that keeps us both on course and moving at the speed of technology.



Institutional Curriculum Review Continues

The Institutional Curriculum Review (ICR) process which commenced in August 2012, included faculty consultations, reviews of past programs, assessment of expertise in each faculty, reviews of regional and international curriculum standards, and surveys for current students, alumni, employers, and faculty. The process was designed to support an ongoing program of academic reviews that will help to monitor and constantly improve the quality of the institution's academic programs.

This review process was spearheaded by then President Carey Fraser, shortly after his appointment, as a major area requiring the intervention of comprehensive review. The ICR continued in this time period with the development of a Qualifications Framework in the early part of the 2013-14 academic year, one that meets the needs of the university's impending accreditation and that can provide both the structure and animus for the move forward.

UB stayed its course with the vision developed during Dr. Fraser's leadership, although the university shifted its focus slightly to address the need for immediate financial stability with the appointment of Mr. Alan Slusher in June of 2014.



In his role as President, Mr. Slusher led a senior management team which included the Interim Provost, Director of Finance, and Director of Human Resources. Mr. Slusher brought a wealth of business process and governance experience to the University at a time when financial sustainability was paramount to its continued development and expansion, particularly in his decision to restructure the management system by appointing more department chairs for greater efficiency and communication.





2013-16 was a time also for assessing ongoing support and collaboration amongst all the stakeholders in the Curriculum Review, an essential part of the process of accreditation and the movement towards more 4-year programs in the university as a whole. In these three academic years, the university matured notably in its fusion of five institutions. By the 2014-15 academic year, the university began its transition from associate to bachelor's programs requiring a more flexible matriculation process for students with undeclared majors and for those who need to take advantage of the university's growing distance learning program. All faculties planning to implement programs in the 2016-17 school year had to review and develop these programs, along with necessary program sequences, course descriptions, syllabi of record and course outlines. Institutional standards were maintained through ongoing alignment of programs, policies and documents, curriculum development review, and improvement of student evaluation processes and materials.

Utilising Statistics to Stay the Course

As the ICR moves forward, it has become clear that the school's current physical and management infrastructures require vital maintenance and upgrading. Statistics help our institution to plan and maintain its current focus on review and transition. On the management end, the faculty's need for a clear system of promotion and tenure is also crucial to the growth of the university. Moving to a primarily 4-year degree granting institution will require the hiring of faculty who can conduct research that underpins the continuous review of curriculum. Likewise, even as the population of the university during this time period stayed relatively consistent, the institution prepared for the inevitable future growth portended by national statistics by renovating its physical plant and expanding distance learning.

Enrollment Trends By Semester 2013-2016



The previous year, 2012-13, revealed a doubling of the student population since the university opened, and that the university's program offerings had changed little since its opening.

Census data can be used in the ongoing development and planning processes at the university. In October of 2013, on the occasion of Caribbean Statistics Day, UB, in partnership with the Statistical Institute of Belize (SIB), launched the 2010 Census at the University's Central Campus. Census data revealed approximately 324,528 people residing in the country.

Of this population, the majority still lives in the rural areas. Knowing that rural populations actually dominate the national student population helps us to understand the need for programs that are delivered in a variety of forms, particularly in terms of distance learning and collaboration between the university and partners in the districts.

The census further revealed that the population is evenly divided in terms of gender: 100 males per 100 females. Therefore, it is significant that both men and women, boys and girls are found in equal numbers in Belize, yet women out graduate men 2 to 1 in both secondary and tertiary levels. In fact, only in the sciences do men outnumber women as students and graduates at the university. Other areas of significance in relation to national development include the shifting of ethnic populations, languages, chronic illness, literacy and orphaned children.



As the university stayed focused on the needs of stakeholders, needs revealed by faculty and alumni surveys in 2012-13, we recognized that continued national leadership requires specific strategies which include relevant student-focused programs and activities, strong community involvement, and collaboration with GOB and other national stakeholders and strategic partners to realize the university's vision, increase efficiency by building on various strengths, and develop sustainable support systems.

Since its inception, UB has served as a catalyst of change by providing relevant, affordable and accessible education training programs tailored to address the growing needs of the country. Partnerships with organizations such as BELTRAIDE, through its Small Business Development Centre Belize (SBDC Belize), provided another vehicle for this change.

This new formalized partnership will increase opportunities for entrepreneurship in both the formal and informal sectors. It will also engage small and medium-sized businesses in contributing to national development.



Action Taken on Stakeholders' Needs Keeps UB Focused and on Task



In order to recruit students who can be successful at the university, much energy must also be spent providing opportunities for students to prepare themselves for more sophisticated study of all the sciences. Therefore, as part of their activities for this semester, the Department of Information Technology (DoIT) hosted the second round of programming courses intended to stimulate high school students' interest in computing science and computer programming. These courses demonstrated UB's dedication to upgrading technology for teaching, learning, research and training purposes.



This same dedication has been evident in ongoing faculty evaluation and review processes which revealed the need for greater faculty mentoring in the area of research and publication, as well as pedagogy. A pilot Faculty Mentoring program was initiated in 2014-15 for this purpose by a team of lecturers in the Faculty of Education and Arts.



Recent international research suggests that mentoring programs of this sort inspire higher productivity and visibility in the area of faculty research, especially publications, and this type of specific professional development strategy

encourages staff and faculty to work towards promotion and tenure, an administrative infrastructure that is also currently under review and development.





Highlights



2013-2016

UB now delivers programs at 10 locations throughout the nation and has served thousands of students, moving them closer to realizing their visions for their careers and service to the country. Each item in this section has moved the university along its course toward the ultimate goal of becoming a premier institution in the region and internationally. Each step we take, no matter how small, moves us closer to this goal. It is impossible to include here all of the activities, honors, and relationships that have comprised this three-year period at the university. However, there are important milestones mentioned here that represent the hard work of collaboration and implementation, as well as ongoing research and development throughout the university.



Writing Across Campus

The University of Belize Writing Center, staffed entirely by volunteers, opened in 2013 on the upper floor of the Library Building on the Belmopan Main Campus. Students, faculty and staff members serve their university community as tutors, providing one-on-one writing assistance to students enrolled in all university courses at all levels. Student tutors are mainly upper level associate or bachelor's degree students with excellent writing and English language skills.

Faculty volunteers have provided workshops for composition and literature classes on topics such as "Introduction to Academic Writing and Research" and "The Literary Analysis Thesis."



New Projects



The need for a writing center was first identified in 2009 by a group of English lecturers. Now, as a result of campus-wide teamwork, lecturers and personnel from across the university have joined forces, including the Faculty of Education and Arts; the Faculty of Science and Technology; the UB Library; the Student Government Association; the Regional Language Center; the ICT Department; and the offices of the Dean of Students, Provost, and Assistant Provost.

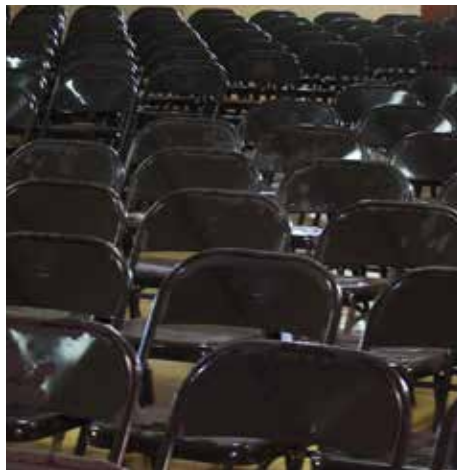


Pre-College English Program

The Pre-College English Program began in the 2014-15 academic year, joining already in-process developmental courses in a further effort to improve the English language skills and the retention rate of UB students. In addition to English proficiency challenges, there has been a pattern of attrition at the university for the second semester of each of the last three years, meaning too many students do not return to the university for their second semester.

To address this challenge, the Pre-College (PC) English Program's salient characteristics include its general integrative approach to developing language skills; its reading-based, authentic approach to improving English use; its use of both oral English and students' first languages; and its focus on practicing both oral and written English structures, using traditional and online platforms.

In the first semester of its implementation, Aug-Dec 2014, a total of 417 students enrolled in PC-1 and PC-2 combined. Since then, the program has sought to keep class sizes small for participants, and to make sure they do not overload; however, these ideals have yet to be fully realized. Important also to the program's growth are continued outreach to high schools and training for UB faculties in "across the curriculum" language support techniques that use resources specific to language patterns in Belize and in the Caribbean. As of January 2015, the jurisdiction of the PC courses shifted from FEA to that of the Open and Distance Learning-Adult Continuing Education (ODL-ACE) program.



In its 3 years of operation, faculty have already felt some benefits of the Pre-College Program presence.



Campus Beautification Project

The University of Belize Campus Beautification Project continues to have a positive impact. Initiated in 2012 by Mrs. Pearl Fraser, wife of President Cary Frazer, with support from members of the faculty, the project is aligned with the University of Belize's Strategic Plan, completed in 2011, which calls for the creation of a living campus environment which ensures a clean, aesthetically pleasing and well maintained environment at all UB campuses.

The project provides an opportunity for the University of Belize to develop environmental stewardship among students and the wider community and to contribute to the conservation of plant species. Using this project as a springboard, the Campus Beautification Club plans to create a medicinal garden as well as an orchid/fern house, label trees and plants around campus, provide seating areas for students, and install garbage bins and "No Littering" signs at strategic locations. In addition to enhancing the aesthetics of the campus, the greener environment also offers hands-on teaching and learning opportunities to all who participate.

The main purpose of this project is to beautify the campus to produce an environment where students can learn in an outdoor laboratory of fruit trees, medicinal plants, hardwoods, and endemic and endangered plants.



Open School

The first ever open school in Belize was launched in August of 2013, in a UB collaboration with the Commonwealth Open Schooling Association (COMOSA) and Gwen Lizarraga High School, in fulfilment of UB's mission to contribute to the development of Belize. As part of the Open School system, the school will focus on interdisciplinary, student-centered learning, partially delivered online.

Women and men who otherwise would not be able to access secondary school will benefit from the use of innovative technology while pursuing a secondary school diploma.



This initiative, sponsored by the Commonwealth of Learning (COL) and supported by the University of Belize, will form the basis for the development of open schools country-wide and for the development of the University of Belize Open and Distance Learning Unit. The vision of the initiative is also for the current Evening Division of Gwen Lizarraga High School to be converted into an open school that offers courses and programs to also meet the needs of adults and out-of-school youth.

Protocol Society

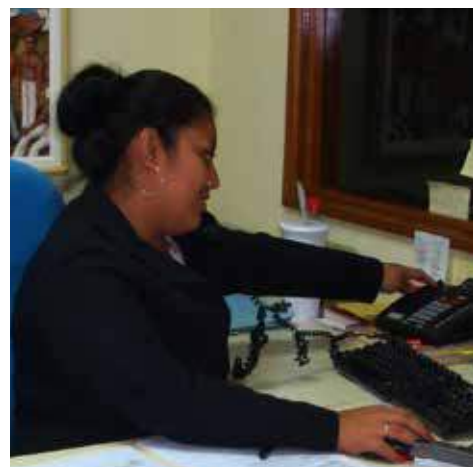
The University of Belize Student Protocol Society was formed on October 10th 2014. The group is the brainchild of Ms. Enileve Castillo, Protocol Officer of the Venezuelan Embassy in Belize, and Mr. Cesar Ross of the UB History Department is its coordinator. Society members are trained to host diplomatic affairs and assist with common protocols practices, etiquette and preparing for diplomatic events. These services are available, by request, for any UB event.

The university embarked on several other important partnerships during the 2013-2016 academic period. In collaboration with BELTRAIDE, through its Small Business Development Centre Belize (SBDC Belize), UB formally strengthened its long standing partnership by signing a Memorandum of Understanding (MoU) in April of 2014. In this collaboration UB has pledged sustained support for SBDC Belize as it continues to energize and support small and medium size businesses in the ongoing process of national economic development. Through the MoU, UB and SBDC Belize will align their visions, increase efficiency by building on strengths, and develop a sustainable support system.

Providing Solid Foundations in Business Education and Scholarly Research



As a result of ongoing scholarly research on developing opportunities for entrepreneurs, Dr. Somanadevi Thiagarajan and Gerson Aldana were published in The Asian Journal of Social Sciences and Management Studies. The study, entitled “A Study of Female Entrepreneurs in Belize,” was designed to analyze and document the profile of female entrepreneurs in Belize and to identify the factors that contribute to their success, including profits, social status, self-achievement, and the quality of products and services. The researchers made two major recommendations for improving the relative success and quality of life for female entrepreneurs: that they engage in continuous training and complete at least a tertiary level education and that in order to encourage more women to become entrepreneurs, financial institutions must create micro financing outlets to offer fair and reasonable lending options along with sound business and legal advice.



Research Projects

Students from the University of Belize's Natural Resource Management Program (NRMP) and Georgia State University travelled to Orange Walk to take part in another innovative collaboration between business and technology. Organized by the Sugar Industry Research & Development Institute (SIRDI), the one-day activity teamed up students from both academic institutions with field officers from SIRDI to provide practical experience in Geographic Information System (GIS) mapping and field data collection. Teams visited cane fields where they met with farmers to collect data pertaining to parcel owners, sugarcane yields per parcel, years planted and harvested, and the variety of sugarcane planted on each parcel. Teams also ground-truthed boundaries provided by satellite images and made on-site corrections to parcel boundaries. This initiative was also a first step in updating the existing sugarcane parcel database and working towards providing an accurate map for sugarcane farmers across Northern Belize.



Building a Biodiversity Infrastructure

To catalyze the growth of aquaculture in Belize as well as academic research, the business community, NGO's and the Government of Belize came together in June of 2016 as 25 stakeholders of the Belize Aquaculture Industry met to obtain first-hand information on sea cucumber production and to examine the support and additional investments required to harness greater returns from this burgeoning specialty export market. The forum involved representatives from the Ministry of Economic Development, Petroleum, Investment, Trade and Commerce; the Belize Fisheries Department; the Aquaculture Unit; sea cucumber and seafood exporters; and shrimp and tilapia farm representatives.



Contributions came from the wide cross section of stakeholders in attendance including researchers who study sea cucumber reproduction, processing, markets, and aquaculture developments in the world, as well as members of local fishing cooperatives who shared practical experiences and insights about sea cucumber exports.



Officials also provided information about the regulatory aspects of the fishery, and stakeholder discussions centered on sea cucumber culture development and potential positioning for soliciting external funding to develop sea cucumber production and export opportunities.

Stakeholders at the forum expressed immediate need for additional knowledge-sharing on practical aspects of sea cucumber production as well as for developing a hatchery. There was a suggestion as well for processing beyond food, including the production of pharmaceuticals and cosmetics from sea cucumbers.

30,000 micropropagated plants were distributed to the sugar industry this year by the University, in collaboration with SIRDI, the Belize Sugar Industries (BSI), and individual cane farmers of the Belize Sugar Cane Farmers Association (BSCFA). Micro-propagation is a technique used in biotechnology whereby a very small piece of tissue (shoot apex, leaf section, or even an individual cell) is excised and placed in a sterile culture medium and is used for rapid multiplication of plants. Researchers will establish demonstration plots in the Corozal and Orange Walk areas as trial nurseries to produce quality cane seed for farmers. The technology can be used to produce large amounts of high quality planting material at key times of the year and to introduce large quantities of newly selected varieties into an industry.

Bio Propagation Laboratories



Spearheading the activities at the Bio-propagation laboratory is Dr Stephen Williams, Micro propagation Laboratory Manager. Speaking about the project, he explained that “the demonstration plots will serve as a practical example, for cane farmer organizations, of the advantages of using this type of planting material for establishing plots for seed production, as well as encourage them to acquire micro propagated plants for the 2014/15 production years.”



New Species Research

Three new species of dung beetles were discovered during the dissertation research of Dr. Latha Thomas of the Department of Science, Faculty of Science and Technology, who completed her Ph. D. in Entomology from the University of Calcutta. Her dissertation, entitled "Systematics and Ecology of Dung Beetles (Coleoptera: Scarabaeidae: Scarabaeinae) in the Nelliampathi Region of South Western Ghats," explored the taxonomy of dung beetles and the effect of habitat modification and degradation on their community structure from a region of Western Ghats, a global biodiversity hotspot. Her study revealed that severe habitat degradation in the region has led to the establishment of generalist species and synanthropic species of dung beetles. Nine species endemic to the Western Ghats and three first reports from the South Indian region were recorded.

Scholarly Honors

Assistant Professor in the Faculty of Science and Technology, Dr. Aaron Lewis, was honored with the distinction of being a member of the Civil Division of the Most Excellent Order of the British Empire for his contribution to science. Dr. Lewis's proposal for the International Atomic Energy Association (IAEA) Technical Cooperation Program for the 2014-2015 biennium was approved by the Board of Governors of the IAEA. Dr. Lewis' intention is to work alongside the IAEA to establish a nuclear lab at the University of Belize campus, along with a program in nuclear studies technology.

Faculty of Management and Social Sciences (FMSS) Top Researcher Award 2016 was won by Dr. Somanadevi Thiagarajan of the Faculty of Management and Social Sciences (FMSS). Dr. Thiagarajan holds a doctoral degree in finance from Anna University Coimbatore, India. Currently, she is an assistant professor in the Faculty of Management & Social Sciences, Belmopan Campus, where she lectures in the field of Finance and Management. Her paper is entitled "Credit Risk Determinants of Public and Private Sector Banks in India." She used the research model from this paper to study Belize and published supplementary research in the Research Journal of Management and Social Science in 2013, entitled "Determinants of Credit Risk in the Commercial Banking Sector of Belize."



Graduation

Commencement Season at UB includes two graduations per semester in January or February and in June, at two locations, the Gym at Belmopan Campus and the Father Ring Parish Hall in Punta Gorda Town. Guest speakers over the past three years have included Belize City Mayor Darrel Bradley, Attorney Lissette V. Staine, distinguished educator Dr. Joseph Orlando Palacio, and Dr. Luz Longworth, Pro Vice-Chancellor and head of the UWI Open Campus in Belize.

This three-year time period offered a couple of firsts and revealed a regional trend. 9 students graduated for the first time with master's degrees in Biodiversity, Conservation and Sustainable Development in the Caribbean in 2014, in collaboration with the University of the West Indies, St Augustine Campus, Anton de Kom University of Suriname and the University of Guyana. This new degree signals UB's leadership in sustainable development for the nation.

Students themselves are the face of the university, reflecting its successes as well as its need for change. In 2014, Tourism Studies major Cee Jay-Jammal Young attended the June graduation ceremony at the Belmopan campus in a wheelchair, the first special needs student ever to do so at UB, and received his Associate Degree in Tourism Studies. His success at UB reveals important challenges and opportunities as the University aims to become a national institution that is accessible to all.

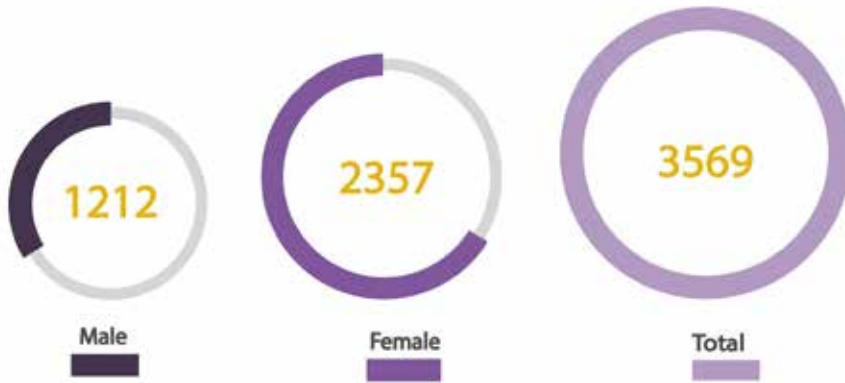




Graduation Trends



Twice as many women as men graduated during the period between 2013 and 2016, data which reflects the national and regional trend for university education. At the same time, women dominate the education majors, while men graduate in higher numbers in FST.

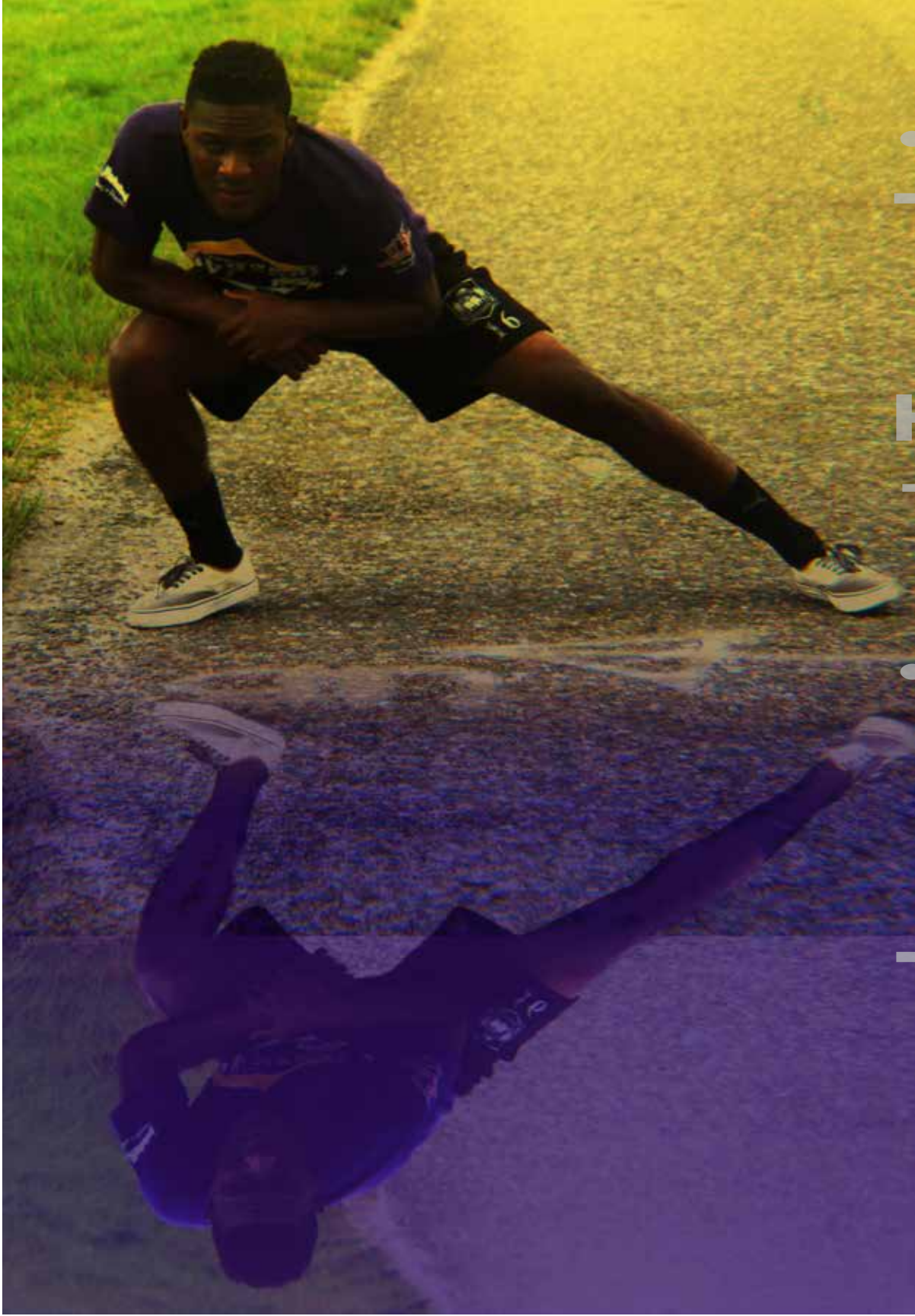


More students graduated with Bachelor's degrees than associate degrees in FEA, FMSS, & FNAH, but FST's graduates most often received associate degrees.

	BC	BMP	CF	CZL	INDEP H.S.	INDEP J.C	LA GOV'T.	OG LGS	OW TECH	PG	SP J.C.	TOTAL
FEA	171	824	0	12	2	24	60	24	8	166	0	1291
FMSS	529	487	0	0	0	0	0	0	0	145	11	1172
FNAHSW	91	246	0	0	0	0	0	0	0	0	0	337
FST	96	584	52	0	0	0	0	0	0	27	0	759
UBGS	0	9	0	0	0	0	0	0	0	0	0	9
FPD	1	1	0	0	0	0	0	0	0	0	0	1
TOTAL	888	2150	52	12	2	24	60	24	8	338	11	3569







Learning+Teaching

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According to former President Cary Fraser, one of the primary functions of UB is to serve as a catalyst in marrying education to the demands of the national policy development. Each of our faculties has dedicated itself to the ICR, to the development of research and publication opportunities that inform the classroom culture, and to partnerships and outreach with communities throughout Belize.

FACULTY of EDUCATION and ARTS



CATALYSTS OF CHANGE

To meet the diverse needs of educators, historians, and language and literature scholars in Belize, the Faculty of Education and Arts embarked on an extensive Program Review in the 2014-15 academic year, seeking a balance between theory and practice for students of education and the liberal arts through an integrated approach to teacher development and scholarship, while introducing an e-learning platform to increase access and equity for Belize's rapidly shifting student population.



Driven by its mission, the Faculty of Education and Arts (FEA), has continued to develop programs and opportunities and to provide campus-wide leadership in the areas of arts and professional development in order to :

- develop students' critical reading, writing and creative skills
- mentor faculty in teaching and research
- promote practice of the arts throughout the university
- inspire scholarly culture among students and faculty

Perhaps the most important aspect of our faculty's development lies in the kind of reflective attitude necessary for true institutional transformation. The aforementioned Program Review required that programs, sequences, course outlines, syllabi, and other documents and policies had to be carefully aligned to the new university Qualifications Framework.

The Faculty of Education and Arts stayed on track by taking advantage of opportunities for building relationships between our academic community and potential employers through collaborations, forums and symposiums, research, and outreach.



The building of relationships provides opportunities for acquiring equipment, development of technological infrastructure, and other possibilities for growth.

Ongoing Training in Northern Belize: Sugar Belt Teacher Education Project

In its commitment to expanding opportunities for training throughout Belize, FEA oversaw the development of the European Union Sugar Belt program for Education of teachers in the north, namely Orange Walk and Corozal. The project entitled, “Improving Early Childhood and Secondary Education in Northern Belize” is made possible through a collaboration with the Ministry of Education, Culture, Youth and Sports and the European Union (EU). This project aims to upgrade the quality and relevance of early childhood and secondary education in northern Belize, increasing access to professional development programmes for teachers at both levels. Opportunities will also be provided for parents in these communities to be sensitized to Early Childhood Education.





Later in the year, in June, 2015, the University commenced implementation of this important capacity building project for teachers, utilizing a design similar to the one it had successfully implemented in the Banana Belt in Southern Belize. The program aims to benefit inhabitants of the Orange Walk and Corozal Districts, primarily, by providing training for uncertified Early Childhood and Secondary School teachers in these districts, as well as professional development for already fully-licensed teachers. The project will eventually provide parenting workshops, community fairs, and a community based radio program that will engage parents, teachers, and students in the Sugar Belt. The training began with a cohort of 65 Early Childhood Education (ECE) students, and was delivered face-to-face and online, in blended courses, providing access to working teachers and those in remote areas.

**Education Department:
Exchange and
Collaboration**

In collaboration with the Fulbright Scholarship Program, UB FEA has also developed a Sheltered Instruction Model for teaching English to students who come from a variety of language backgrounds. Sheltered Instruction consists of teaching strategies that focus on language and content and is used as a teaching tool for lecturers/teachers to teach students at different levels of proficiency.



“In Belize, we have been operating on the assumption, for a number of years, that students are proficient in English. However, our experience in the classrooms reveals that this assumption is inaccurate...”

Dr. Priscilla Brown-Lopez

Outreach for language development continued at the primary school level as students enrolled in the Language Arts Methods for Primary School Teachers course established literacy centres and taught language arts lessons at several primary schools in the City of Belmopan.



English and Spanish Departments: Encouraging Resilience Through the Arts



In addition to its focus on Composition and Linguistics, the English Department has developed a consistent series of events dedicated to the arts. While the Women in Literature Conference and Voz Latina have been part of the FEA arts scene for many years, several new events have become mainstays of the department.



In April of 2014, FEA rolled out the Jaguar Salon Series which includes the annual Women in Literature Conference, Voz Latina, Silvaana Udz Lekcha Series, and Evening of the Arts, as well as the newly formed Tooth and Claw Theatre Company.



The Jaguar Salon series provides students and faculty, as well as members of the community, opportunities to share their music, dance, visual art, spoken word and poetry, drama and lectures on a variety of occasions.

DI SILVAANA UDZ LEKCHA SERIES

In September of 2014, the Faculty of Education and Arts launched Di Silvaana Udz Lekcha Series. The lecture series was named in honor of Dr. Silvaana Udz in recognition of her outstanding contributions to education and culture in Belize. Speakers have included Governor General, Sir Coville Young, Jamaican author, Rachel Manley, and award-winning Belizean author, Godfrey Smith.



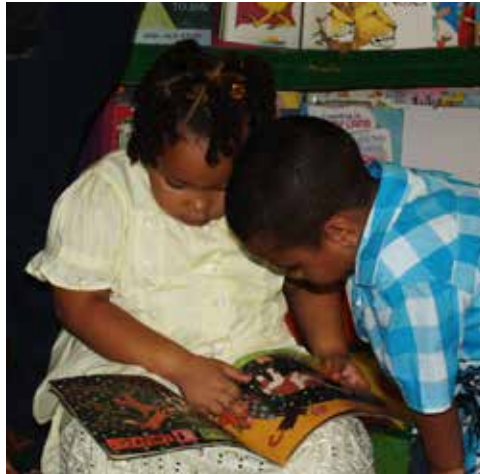
Spanish Department: Learning Through Creative Immersion

The Spanish Department's Hispanic Cinema series provided Spanish Language films for student viewing at the UB audio-visual room, as well as a photography and a Spanish language poetry competition. The department also produced an event that paid homage to Colombian author Gabriel Garcia Marquez who passed away in April of 2014.

**English Department:
Ongoing Student
Development**

**One of
the most
important
jobs of the
English
Department
is the
continuous
development
of students'
critical
reading,
writing and
creative
skills at all
levels.**

The English Department has initiated several writing support activities, including a proposal writing workshop organized by students in the Technical Writing and Communications Skills courses in collaboration with BELTRAIDE and the Small Business Development Center of Belize. Lecturers also offered mass writing workshops for students across the curriculum in The Basics of Scholarly Writing and Literary Analysis: Thesis and Support.



**History Department:
Learning Through
Dialogue and
Debate**

The History Department served particularly well in providing information, dialogue and debate on several issues important to Belize, including presentations concerning its diplomatic and economic relationship to Venezuela and the rest of Latin America in the Age of Globalization, and, especially, several events focused on the current dialogue about the ICJ Referendum on the Belize-Guatemala dispute. The latter have been organized to provide students the opportunity to learn the history of and current proposals for resolving the Guatemalan Claim.

Regional Language Center

The Regional Language Centre (RLC) provides high-quality customized and accessible language programs that enhance national, regional, and international language study and integration. Focusing this year on increasing the enrolment at the RLC and engaging in the university-wide Program Review, the RLC made progress in all areas, especially in the design of syllabi and course outlines.

For short and long courses, a youthful, international, and enthusiastic population of students, mostly from the Spanish-speaking Americas, received certificates in English, offering the university extensive opportunities to diversify a student body who will pass on the word about our programs. The RLC population continues to grow due, in no small part, to a scholarship program offered through the Ministry of Education and Ministry of Foreign Affairs in Belize, for English as a Second Language for students from Columbia, Cuba, Mexico, Panama, and Taiwan.



To continue the progress they are making in enrolment and transitioning of systems and programs, the Regional Language Center has maintained fruitful partnerships with various organizations including primary and secondary schools in Belmopan, the Ministry of Agriculture, the Ministry of Foreign Affairs, and the Belmopan Public Library.



COLOMBIAN EDUCATORS LEARN ENGLISH AT UB

A group of five Colombian educators from Colombia's National Learning Service (Servicio Nacional de Aprendizaje [(SENA)]) arrived in 2014 for an intensive three-week English course to improve their English proficiency as instructors in their home countries. This effort is part of a pilot project with support from the Government of Belize (GOB) through its Ministry of Foreign Affairs and Ministry of Education as well as the Ministry of Labor of Colombia and the University of Belize.

Outreach: Forums and Symposiums

During the period under review, students of the FEA regularly held community outreach symposiums that were aimed at raising awareness of ways to better educate our children. Symposium events were held at United Evergreen, Garden City, and Our Lady of Guadalupe R.C. Primary School, and George Price Centre for Peace and Development. The locally focused Outreach Symposium served to highlight high incidence and low incidence exceptionalities found in Belizean classrooms as well as provide strategies for teaching children with exceptionalities.

The annual Belize International Symposium on Education was designed as a means of collaboration among educators and students and to provide an opportunity for them to discuss diverse topics of interest. This symposium offers a means through which materials are donated to local organizations working with young children in Belize.

Other ongoing symposium events included one organized and executed by students in the Adolescent Psychology course at three schools in the City of Belmopan in order to raise awareness in both adults and children of the benefits of counselling. Students from the Educational Leadership and Administration course likewise organized an Administrator's panel discussion, inviting administrators from businesses and primary, secondary and tertiary level education institutions to share their views on and experiences in administration.



Scholarship: Presentations, Publications and Higher Degrees

Several faculty members presented papers, including one at the COBEC conference related to the Collaborative Online International Learning Conference (COILC) held in New York City.

There were several faculty members, also, who published work during this period, including one lecturer who co-authored an article in collaboration with the COILC and another who published a monograph with a colleague from the University of the West Indies. One lecturer participated in a panel discussion at the Aye Write! Book Festival held annually in Glasgow, Scotland. During the panel discussion titled "The Untold Story: By Our Own Tongues," UB Lecturer Ivory Kelly and two other writers from Antigua and Scotland spoke about their uses of their mother tongues in their creative writings. The panel discussion and the trip were jointly sponsored by Commonwealth Writers, which is the cultural arm of the Commonwealth Foundation, and the British Council.

The faculty takes great pride in the completion of doctoral degrees by its members. Nestor Chan, Faculty of Education and Arts Coordinator of the Northern Outreach Program, completed all program requirements for a Doctorate in Education from Abraham S. Fischler School of Education at the Nova Southeastern University in United States. Meanwhile, Kevin Tucker completed his Doctorate in Education from Nova Southeastern University in the USA. Dr. Tucker majored in Higher Education and Organizational Leadership.



FACULTY of MANAGEMENT and SOCIAL SCIENCES



Early in this three year period, FMSS invited its stakeholders to participate in the process of Institutional Curriculum Review. These stakeholders expressed the need for the program offerings to diversify in order to meet the dynamic needs of the business community.



By offering bachelor's degrees in Business Administration with majors in Finance, Management, and Marketing, UB develops diverse opportunities in response to the needs of a labor market currently flooded with graduates in General Management.

LEADERSHIP FOR DIVERSITY IN ECONOMIC DEVELOPMENT

The Faculty of Management and Social Sciences (FMSS) provides student-centered, professional education in management and the social sciences through teaching, service and research. Additionally, through focused partnerships with stakeholders, faculty and staff provide technologically relevant services that contribute to Belize's ongoing sustainable economic development.

The FMSS faculty continues to build its capacity to deliver a variety of academic services to its students with the understanding that transitioning to a more diverse labor force includes addressing the need for online and blended courses.



Research

As UB builds its capacity to address student needs, research in the faculty reflects a national understanding of economic development opportunities, migration, and demographic trends. Faculty members have led critical diagnostic research projects in these areas, including one initiated by UB lecturer Ms. Melanie Smith whose 2014 study is titled “Diagnostic on Belizean Migration Trends and Migration Management Regulation.” Researchers analysed the migration profile of Belize as a country of origin, destination, transit and return for migratory flows, taking into consideration aspects such as demographic tendencies, Central American immigration, citizenship composition, Belizean emigration, and conditions of free mobility of qualified migrant workers from and to Caribbean countries.

Addressing another national, social and economic concern, Assistant Professor Dr. Somanadevi Thiagarajan and lecturer Augustine Domingo had the distinction of having their work featured in the International Journal of Management and Humanities (IJMH). The research project, entitled “A Study of Credit Risk in Credit Unions in Belize,” utilized surveys of credit union members and loan officers of the four major credit unions in the country. Research of the kind undertaken during this period suggests that the business community will continue to benefit from a relationship with the university.



Symposiums

In addition to published research and diverse course offerings, the faculty provides the university community with the space to exchange information and to dialogue about providing opportunities for and manage Belize's economic growth and development. To this end, the Faculty of Management & Social Sciences (FMSS) held its fourth Annual Research Conference in Belize City in April of 2014. One of the main objectives of the research conference was to exhibit the academic accomplishments of students and faculty in the realm of research and professional development.

This annual symposium allows our students to hone their research capabilities and contribute to creating a tradition of research within the institution and society at large. In his message opening the conference, Dr. Vincent Palacio, Dean of the faculty, noted that UB's mission requires that we execute relevant research to build the capacity of our stakeholders and contribute to national development. He encouraged all faculty members and students to "join in the quest for discovery through scholarly research."



Discovery Through Scholarly Research



The FMSS's fifth and sixth annual Research Conferences likewise showcased the academic accomplishments of faculty and students in the realm of research and professional development, featuring topics such as drinking and driving among UB students, academic dishonesty at the tertiary level in Belize, public officers' perceptions of fraud, and the impact of the Chinese businesses on Belize's economy.



An Accounting and Finance Symposium held in October of 2014 hosted Harith Moralez and Antoinette Barrera from Scotia Bank who discussed banking careers and services, underscoring the importance of leadership and positive attitudes in the banking environment. Emil Pinelo from Mena Group of Companies presented "A Perspective in Pursuit of Modern Accounting Practices," highlighting accounting as a competitive career and the responsibilities of accountants, which have increased in recent times.

Students also showcased their marketing skills in the annual Marketing Expo held in Belize City, as well as at the UB Central Campus in Belmopan. Both Expos aim to help students gain real-life experience in creating and marketing products and by providing opportunities for their products to be tested and sold to the general public and evaluated by experts in the field.



In an important instance of partnership, the university collaborated with the United Nations Development Program (UNDP) to host a conference for youth leaders in 2014 to ensure continued engagement of members of the Belize Youth Social Auditing Network (BYSAN). Participants included BYSAN members who were representatives of student government associations as well as a broad cross section of NGOs that work with youth throughout Belize. The main event was a presentation of the Millennium Development Goals (MDGs) and the Belize Scorecard Report, followed by a discussion on the next steps for BYSAN.

Outreach

In addition to collaboration, outreach keeps the university connected to the community, the region, and the international community through a number of projects. One such project undertaken by the faculty involved the development of youth, young men in particular, who are often chronically unemployed in Belize, and who tend to be under-educated compared to young women. To this end, the United Nations Development Program, in partnership with UB, hosted a two-day Social Audit Workshop for young Belizean leaders and entrepreneurs at the UB Central Farm Campus in 2013. A social audit is an accountability mechanism whereby citizens organize and mobilize to evaluate or audit a government's performance and policy decisions. It rests on the premise that when officials are watched and monitored, they feel greater pressure to respond to their constituents' demands and have fewer incentives to abuse their power. This kind of outreach helps to build community resilience, especially for marginalized groups.



The university, in collaboration with the Embassy of Mexico in Belize, the University of Quintana Roo, and El Colegio de la Frontera Sur (ECOSUR) Unidad Chetumal, hosted a two-day bi-national seminar under the theme "Enhancing Connectivity: A Review of Contemporary Issues for Mexico-Belize Trans-Border Relations." The March 2016 seminar featured presentations featuring migration issues (including identity, culture, health, economy and the environment) as key concepts to understanding the social, economic and cultural



exchanges between our neighbouring countries as we strengthen ties across the border. Speakers included both Mexican and Belizean scholars from the organizing institutions.

Collaborations with international institutions create long lasting beneficial relationships and opportunities for growth and development.



March is known as Women's Month in Belize, and in 2014 the Women's Department released a booklet entitled *Women's Month 2014: Investing in Change: Honoring, Respecting and Celebrating Women and Girls!* The book highlighted the contributions and accomplishments of 20 outstanding Belizean women and girls, including two of our UB students, whose accomplishments were also featured prominently in UB publications.

Collaboration

Strengthening partnerships is essential for the success of this faculty in preparing its graduates for careers in the area of business and in the research driven world of social science study. To this end, the University of Belize and Kennesaw State University signed a Student Exchange Agreement in 2013. Several students from KSU's Faculty of Education have already benefited from this partnership by doing their teaching experience in Belize, and several faculty members from UB have also benefited by pursuing graduate degrees at KSU. FMSS also partnered with the US Embassy to facilitate a lecture on how to end human trafficking. Presenters were from On Eagles Wings Ministries, an organization of socially conscious Native American young people from Arizona, USA.



FACULTY of NURSING ALLIED HEALTH and SOCIAL WORK



BUILDING CAPACITY FOR HEALTHCARE PRACTITIONERS

The teaching-learning process is a life-long, cyclical and dynamic process. As the country's premier healthcare educator the Faculty of Nursing, Allied Health, and Social Work [FNAHSW] has nurtured existing relationships with our partners even as it seeks out new partners in the delivery of quality programs for a quickly growing population.

This growth has encouraged expansion of technological capacity and reach including the integration of three web links to free online courses for ongoing professional development. Faculty members have been provided with Continuous Professional Development workshops in Item Writing, Development of Table of Specifications, and the CAFÉ Workshop.

The faculty builds technological capacity also through professional collaboration between the University of Belize and the University of the West Indies, Jamaica and the University of Technology, Jamaica in the development of the Bachelor of Pharmacy and Bachelor of Medical Laboratory programs.

In the delivery of all of its programs FNAHSW partners with institutions, including Karl Heusner Memorial Hospital (K.H.M.H), the Magistrate Court, the Ministry of Health, the Central Medical Laboratory, Restore Belize, the Youth Hostel, and the Family Court.



Each year the FNAHSW presents its premier annual event, a Health Fair, involving faculty and nursing and medical laboratory students. Faculty and students engage in the dissemination of information regarding healthy lifestyles and provide haematology and chemistry screening and nutritional counselling. In addition, the UB community is provided with medical, dental and ophthalmological services that are offered by Body and Souls Ministries. Each year patients benefit from opportunities for medical services, including care for patients with hypertension, diabetes, infections, and pains.



Since November of 2013, further access to medical/health outreach has come about through a collaboration between the UB Pharmacy Department and Body and Soul Ministries of Roaring Creek, Cotton Tree and Armenia in the Cayo District. The ministry has a clinic and a stocked pharmacy that allows students to learn by participating in patient care. The students have a thorough experience in that they do follow-up with patients, take part in patient clerking through registration and consultations with the doctor, practice drug packaging, and dispense medication. Students also assist with translating information to Spanish speaking patients.

In its continuing dedication to the understanding of how health and food are related, the Faculty recognizes two important international days of health awareness.

Reflecting the most important worldwide health concern, World Food Day, held annually in October, offers the university community an opportunity to connect to international issues regarding malnutrition, hunger and poverty.



Each year on this day, fourth-year nursing students raise awareness about healthy and unhealthy food, check participants' weight and height to determine body mass index (BMI), and share health education on nutrition-related chronic conditions. One of those conditions, diabetes, is the subject of another major FNAHSW event, Diabetes Day, held annually in November.

“The best way to find yourself is to lose yourself in the service of others.”

Lydia Harris Thurton

At its 24th Annual Convention in August 2014, The Caribbean Association of Pharmacists (CAP) awarded Lydia Harris Thurton (former Acting Provost of UB) for her 19 years of service and commitment to the field of pharmacy in Belize. She was the only Belizean awarded—a testament to the high regards given to her by colleagues.

Diabetes Day activities inform students about the disease and raise awareness of the need to live a healthy lifestyle that reduces the risk of developing diabetes. Students inform their peers about preventative measures and treatment of the disease and provide essential services free of cost, including glucose testing, diabetic medication counselling, body fat analysis, HIV testing, and foot care information.



Students, faculty and staff show support for another prominent health issue each year on October 9. A sea of pink flows across the campuses of the University of Belize during Breast Cancer Awareness Month. The aim is to publicise, across campuses and the length and breadth of Belize, the critical message about the powerful benefits of early detection for women.

Social Work and Activism

Honored for service in the area of health in Belize in this three-year period, in addition to former UB provost, Lydia Harris-Thurton, was the late Dr. Mary Jane Seivwright of Jamaica.



The awards were presented at the first Nursing Leaders Memorial Lecture Series held in February, 2014 in Belize City. Accolades were paid to Dr. Seivwright, one of the region's great nurse leaders, for her outstanding nursing achievements and exemplary service in the Caribbean region. Dr. Seivwright was a legend and trailblazer in the nursing field who spearheaded the advancement of nursing education in Jamaica and, by extension, the wider Caribbean region.



The Faculty of Nursing, Allied Health and Social Work hosted their International Social Work Day Exhibition in March of 2016. Guest Speaker at the event was the Special Envoy for Women and Children, Mrs. Kim Simplis-Barrow.



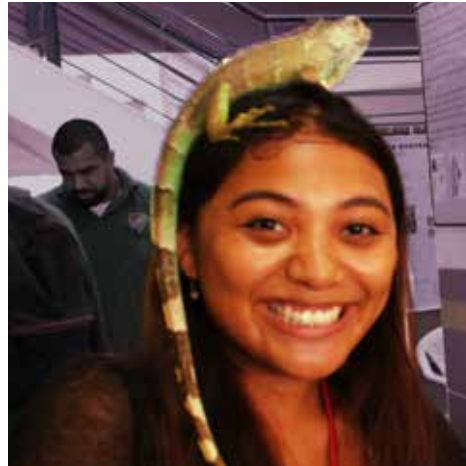
The event commemorated International Social Work Day, which is observed annually on March 15th, under the auspices of the International Federation of Social Workers. By observing Social Work Day, FNAHSW highlights the social work profession in Belize and strengthen the presence of professional social workers within the community.





In another important outreach activity, UB's FNASHW Assistant Professor Fermin Olivera served as internship supervisor for graduate student, Phillip Lindey, on exchange from UB's partner institution Kennesaw State University (KSU) in Georgia. The student conducted his internship in Social Work at the Women's Department in Belize City during the Spring 2014 Semester.

FACULTY of SCIENCE and TECHNOLOGY



INNOVATIVE SUPPORT FOR WORKPLACE REQUIREMENTS

“Young people are at the heart of technology because of their revolutionary way of thinking and their creative energies. This should be nurtured and harnessed and used to fuel development. BTL and UB embrace technology and the role of young minds in advancing this field.”



Overview

The Faculty of Science & Technology (FST) is committed to meeting the scientific and technological needs of Belize and strengthening national development by way of producing innovative, confident, entrepreneurial lifelong learners. In an effort to align its activities with the University's ICR, the faculty undertook a review of programs to transition from 2-year programs to 4-year or bachelor's level degrees by 2018.



Collaboration

As programs develop, innovative collaborations allow faculty and students to participate fully in research that benefits the workers of Belize and the businesses and industries for which workers are the foundation, including fishery, tourism, service, and agriculture. These partnerships, whether with government agencies, businesses, schools, or non-profit organizations, will benefit Belizean students beyond the university, reaching, especially, into the secondary level. Most importantly, the university leads in establishing and implementing programs that broaden our national capacity for sustainable development.

As an institution for higher learning, we must remain current regarding the science and effects of climate change.



Toward this end, the Faculty of Science and Technology has created a video that reflects how Belize's tourism and fishing industries may be affected by ocean acidification resulting from climate change. In a video produced by UB's Dr. Arlenie Perez-Rogers, she explains how daily activities such as driving our cars and using electrical appliances contribute to the amount of carbon dioxide produced and absorbed by the seas and oceans. Carbon dioxide, when combined with water, produces carbonic acid which causes pH in ocean water to decrease, making the oceans and the seas acidic, Perez-Rogers notes.

As atmospheric carbon dioxide reaches critical levels of concentration, coral growth will continue to slow down, with the reef systems eventually dissolving. Hence the FST invites research and discussion about how ocean acidification will impact our daily lives and what we can do about it.

Collaboration

In the search for sustainable development options, FST partnered with the Belize Federation of Fisherfolks to provide fisheries management training to local fishermen throughout the Belize fishing communities. Collaborations continued also with World Wildlife Fund and IDB in developing and delivering training aimed at preparing shrimp farms to obtain Aquaculture Stewardship Council Certification. Additionally, important strides were made toward a secure future for the jaguar in February of 2014 with the signing of a critical conservation agreement between the Government of Belize, Panthera—a global wild cat conservation organization—and UB’s Environmental Research Institute (ERI).

In May 2014, the University of Belize collaborated with Madison Area Technical College (MATC) on a small but expandable solar energy system installed at UB’s Living Reef Center (LRC) at Hunting Caye, Toledo District. MATC is one of the partner institutions of the Consortium for Belize Educational Cooperation (COBEC).

For this initiative, MATC donated the solar panels, converters and other requisite electrical parts, UB facilitated and coordinated MATC’s 2014 Belize Tour, and Belize Natural Energy Ltd. (BNE) – as a local partner and co-sponsor – funded the cost of batteries, wiring and other materials necessary to install the system.

This renewable energy project is part of an annual upgrading/ expansion and maintenance of the system by MATC through its Study Abroad Program.

The project serves as a demonstration of the University of Belize’s continued commitment to clean energy, environmental and conservation education, and international and national collaborations to produce tangible benefits.





Other benefits continue to accrue from partnerships with organizations at home and abroad. In December 2015, UB was awarded a \$500,000 grant from the International Atomic Energy Agency (IAEA)'s Technical Cooperation Program. Funds from the program will be used to strengthen the national capacity for measuring and monitoring marine pollution and studying the effects of ocean acidification on marine ecosystems. More specifically, these funds will support capacity building in the form of laboratory instrumentation acquisition and training.



Collaboration

During the three-year period covered in this Report, FST worked actively to promote science and technology with our partners, including Belize Telemedia Limited (BTL), to successfully execute a Mobile App Development Course that introduces computer programming to students from local high schools, and colleagues within the FST's Information Technology Unit.

Through this effort, twenty innovators will be chosen each year from the Belmopan Comprehensive High School and Mopan Technical High School to participate in four-week training courses that will prepare them to create original apps.



FST has taken a bold step in the area of Nuclear Analytics, and the International Atomic Energy Agency (IAEA) has awarded a project to the University of Belize for the establishment of a Nuclear Lab at the UB Central Campus. The project focuses on geological applications and environmental monitoring and will bolster the research capacity of FST in the areas of health, agriculture, oil and manufacturing, archaeology, and forensic and environmental science.



Symposiums

In our efforts to keep our primary stakeholders, UB Students, as well as the wider Belizean community on the cutting edge of information, FST held seminars, forums and symposiums and sent representatives to similar events at home and abroad. These activities provide university stakeholders with opportunities to learn about and discuss issues of particular relevance to national development of natural, technological and human resources.



In collaboration with the Ministry of Energy, Science & Technology and Public Utilities, FST hosts an annual Chemistry-Biology symposium entitled, "Highlighting Students and Faculty Achievements in Research." The primary aim of the symposium is to publicize the research of students, alumni, and FST faculty, as well as encourage students to utilize fully the scientific method of asking questions, making observations and drawing conclusions.



In December 2014, UB joined with the Natural Resource Management (NRM) and Marine Biology Program lecturers to attend the International Reunion-Seminar for Researchers in Water (RISAF), hosted by RISAF member, the Centre for Research and Higher Education in Social Anthropology at San Cristobal de Las Casas, Chiapas, Mexico. RISAF is a regional network that promotes research on water on the Mexico-Guatemala-Belize border to influence public policy and coordinate efforts and building bi- or tri-national research in the six trans-boundary watersheds that the three countries share. During this same month, an NRM student attended a Regional Student Energy Summit at the National Autonomous University of Mexico [UNAM] in Mexico City, an event occurring simultaneously with events in Africa, North America and Europe. 250 Latin American students attended the regional conference entitled, "Powering the Future," while 1200 attended worldwide.

The President of the International Forestry Students' Association Belize at UB (IFSA-UB) delivered her presentation entitled, "The Effects of Hurricanes on Forest Management in Belize" at the 42nd International Forestry Student Symposium (IFSS) held in Vancouver Canada and hosted by students of the University of British Columbia, University of Northern British Columbia, and Thompson Rivers University in 2014. Two Belizean delegates of the IFSA-UB also joined science/forestry students from 50 countries to engage in conversation, workshops and tours, all pertaining to forestry practices and management. IFSA-UB's president and secretary represented the university and were hosted by IFSA members at the University of British Columbia. During the visit, the delegates explored the British Columbia forest landscape, visited forestry operations and forest management innovations, and participated in youth-professional networking and workshops at the host universities.



Seminars



Two former Math students, Luis Ek and Jair Pol, who both graduated in June 2013 with Bachelor of Science in Mathematics degrees, represented the University of Belize in Tegucigalpa, Honduras. They attended seminars and Master's level math courses at the National Autonomous University of Honduras, including "Introduction to Non-Linear Optimization." The EMALCA (Escuelas de Matematicas para Latino America y el Caribe – Latin American and Caribbean Mathematics School) seminars were funded by UMALCA (Union de Matematica de Latino America y el Caribe – Latin American and Caribbean Mathematic Union).



Research and Publication

During the review period, FST welcomed publications of three peer-reviewed journal articles by faculty, two articles co-authored by Ms. Karen Waight, Mr. Josue Ake, Ms. Joselyn Romero (Biology Student), and Dr. Thippi Thiagarajan, and two articles from the Mathematic Physics and Information Technology Department authored separately by Mr. Yudel Arbella, in Information Technology, and Mr. Domingo Augustine, in Mathematics. Also, a joint research paper co-authored by UB Faculty entitled, the “Effects of Reduced-impact Selective Logging on Palm Regeneration in Belize,” was published in Forest Ecology and Management. The research and subsequent publication were the result of a research design and methods workshop organized by the UB ERI in partnership with Virginia Tech University, The Forestland Group, and the University of Florida. The workshop was one in a series organized with the aim of building capacity for forest management in Belize within and outside the University. The primary authors of the publication included Jair Valladarez and Dr. Elma Kay of UB’s ERI.

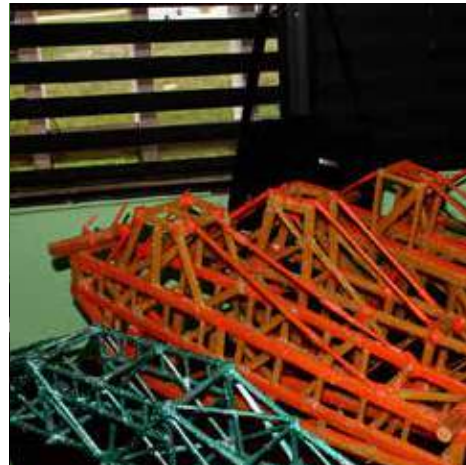
During June of 2014, UB lecturers, along with other college professors from universities in the US, United Kingdom, Netherlands, Malaysia, and Puerto Rico were invited by Yale University in New Haven CT for a one-week training workshop on “Crowdsourcing Antibiotics Discovery.” The group recommended expanding research experiences for students at the introductory levels of science. For example, the PCAST report, “Engage to Excel” and the AAAS/NSF report, “Vision and Change in Undergraduate Biology Education”, recommend replacing standard laboratory courses with discovery-based research courses.



Development

SCIENCE IS FUN

In November, 2014, the Science Department hosted its first Science Open Day and Expo. The event featured information booths on the different disciplines of science including math, biology, engineering, and natural resources management. Visitors were able to participate in live demonstrations and hands-on experiments that were conducted by the FST students themselves.



BUILDING WITH MACARONI

The Engineering Department continued to hold its Internal Structural Macaroni Competition each year in November. Teams comprised of four persons each. The participants were students from the Structures (CIVL2502) and Mechanical Engineering Science (MECH2502) courses.



In June 2014 UB alumna Kristi Mai was the proud recipient of the Lawrence Jesser Toll Jr. Endowment Scholarship from the University of Arkansas. Ms. Mai completed her Bachelor's in Mathematics at the University of Belize, graduating summa cum laude and at the top of her program in 2013. Ms. Mai at the time was pursuing a Master's Degree in Statistics at UARK and, due to her excellent performance, was awarded the scholarship. She also served as a teaching assistant at UARK, teaching Pre-Calculus, Calculus 1, and Survey of Calculus.

“...our math department does a superb job in equipping us with the necessary tools needed for higher level education.”

Kristi Mai



In May, 2015 UB Student William Mahler Jr. was also the winner of a regional video competition held in connection with World Telecommunication and Information Society Day organized by CANTO, an ICT company based in Trinidad and Tobago. Mahler was an Information Technology major at the UB Belmopan Campus where he recorded most of the video.



Outreach

ARCHITECTURE TOUR

Every academic year, the Caribbean School of Architecture conducts study tours of cities in the Caribbean Region to learn from urban settlements as well as fulfil the mandate of the school to be a truly Caribbean institution. School personnel and students have been to most of the islands of the Caribbean, and this year they visited Belize to discuss ways in which Belizean students can continue their education in Jamaica. The students from the University of Belize's Engineering Department had a visit from by Dr. Rohan Bailey who is currently the head of the Caribbean School of Architecture at the University of Technology, in Kingston, Jamaica.



FUTURE SCIENTISTS

The Department of Math, Physics and Information Technology (MPIT) hosted another successful Computational Thinking (CT) course intended to stimulate high school students' interest in computing science. This semester's course was delivered over a period of six weeks with the objective of introducing learners to computing science.



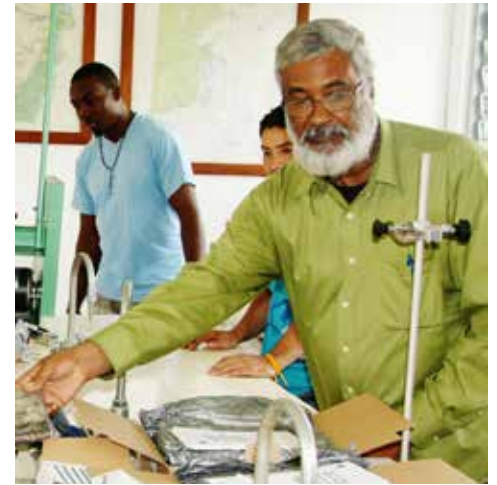
Central Farm: Living Laboratory for Sustainable Agriculture

As the Central Farm Campus contributes to Belize's food security, the main goal is to deliver a demand-driven and applied program in Agriculture at the Associate degree level with training and capacity building of staff to ensure implementation and sustainable management.

UB's transition towards a larger student population includes expanded orientation for new students and the upgrading of equipment, labs, and infrastructure. Faculty developed course materials to use at feeder schools at the primary level, to evaluate secondary feeder schools, and to strengthen career paths for grads through linkages with industry.

Staff received significant training also for applied skills-based training consistent with the demands of industry rather than with traditional face-to-face course delivery.

To improve infrastructure, the Canadian Department of Foreign Affairs, Trade and Development (DFATD) has donated equipment to the Agriculture Department of the University of Belize through the CARICOM Education for Employment project (C-EFE). The equipment will enhance facilities to implement skill-based curriculum scheduled to begin in July of 2015.



The donation includes capital items that the project will provide to Central Farm to assist with student training in soil, agronomy, livestock husbandry, and food processing. The equipment will be used to develop hands-on skills in soil sampling, soil characterization for crop production and management, and land evaluation.



Environmental Research Institute (ERI)

SUSTAINABLE RESOURCE MANAGEMENT PRACTICES

Over the past 5 years, UB's Environmental Research Institute (ERI) has remained committed to producing cutting edge results for the sustainable management of Belize's natural resources. The institute regularly invests in its ability to fulfil resource management needs through research, monitoring programs, data management, capacity building and scientific publications. The information base expands in relation to the state of the country's forests and wildlife and is integrated into teaching operations. NRM programs include Associate and Bachelor's level, as well as Master's level through joint biodiversity programs with 3 other international universities and private and public sector institutions.



“As we look to the future we hope to build our programs to respond to the needs of natural resource managers, the public and private sectors to ensure that Belize achieves sustainable use of its wealth of biodiversity and natural resources...”

Dr. Leandra Cho-Ricketts



The implementation of the National Training Program for Protected Area Managers (NTPPAM) continued through support from the Protected Areas Conservation Trust (PACT). Stakeholders defined and prioritized management targets in the corridor, the threats to these targets and the strategies needed to implement a functioning Central Belize Corridor that balances our social, cultural and economic well-being.



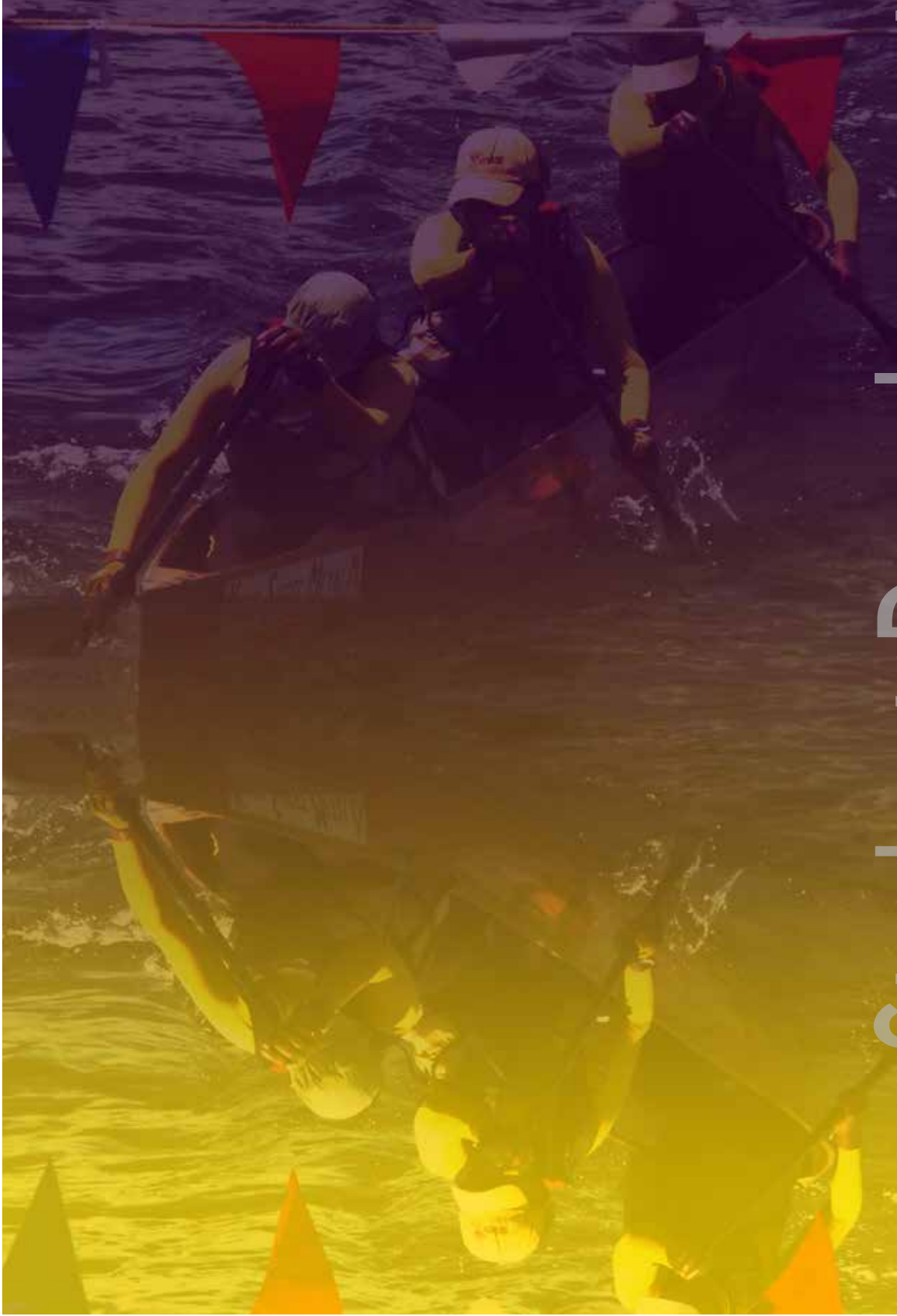
HUNTING CAYE

The Living Reef Center at Hunting Caye is UB's research facility located on the southernmost part of the Belize Barrier Reef in the Gulf of Honduras. The center was designed to be a marine research center and was funded by Earthwatch Institute. The Living Reef Center is equipped for researchers with a kitchen, dining room, lab, classroom, student dormitory and staff dormitory, charging room and verandahs with a view of the Caribbean Sea.

ERI/PANTHERA SEMINAR SERIES LAUNCHED

UB seeks consistently to inspire and motivate Belizean scientists and students to engage in research, and many researchers who visit with staff now have a space to present their work and share their experiences with the wider community. The UB ERI, in collaboration with Panthera, launched the ERI/Panthera Seminar Series. Since its inception, the series has hosted visiting researchers who have explored topics that include Mammal Ecology, Forest Management, Optimizing Jaguar Prey Occupancy, Re-introduction of Mexican Wolves, and the Experiences of Jaguar Conservation in Sonora, Mexico.





Student Development



From Matriculation to Graduation and Beyond

The experiences and successes of our students define the UB goals most clearly and directly. Thus, many factors that make their matriculation and graduation possible must be nurtured and managed through student development that includes the negotiations of collaborations and MoU's, researching and maintaining scholarship and study abroad relationships, and providing opportunities for students to learn about good governance and public discourse.



OFFICE of ASSISTANT PROVOST



Office of Distance Learning

The office focused on several important projects in order to prepare for the university-wide transition from Associate to Bachelor's Programs. It is essential to create a flexible matriculation process for students with undeclared majors and for those who need to take advantage of the university's growing distance learning program. These product development areas will allow the university to respond to its burgeoning population of inter-generational, multi-regional and 21st century-focused student customers.

Quality Assurance

This compact office works to maintain institutional standards through ongoing alignment of programs, policies, and documents, review curriculum development and student evaluation process and materials, all to ensure that the university's clients, the students, receive the highest quality education possible as promised in the Qualifications Framework.

The office of Assistant Provost designs, maintains and evaluates developmental courses. Once students themselves are assessed and placed in appropriate prep courses, their retention and graduation is far more likely. Furthermore, online courses provide more flexible options for our growing body of working and rural students.

The interdisciplinary nature of the tasks this office engages encourages the offering of more educational options for student matriculation, retention and graduation, as well as exploration of academic options before making career decisions.

Creating a bridge between traditional and modern course delivery for the 21st century.

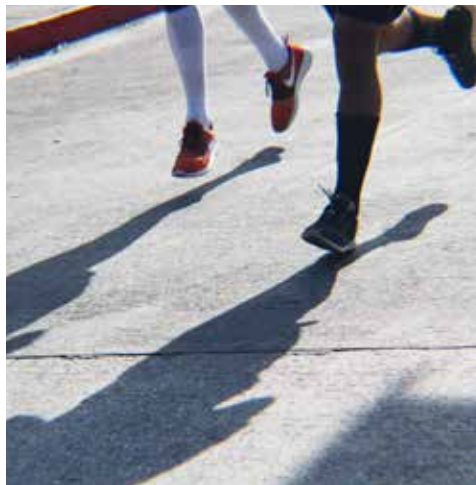


This office provides support services, programs, activities and student organizations that give students the opportunity to debate, exchange ideas and develop critical thinking and leadership skills.



STUDENT AFFAIRS

These services include a spectrum of projects: helping to coordinate campus orientations; co-sponsoring recreational activities such as the annual Relathon; developing lecture series such as Divergent Discussions; and organizing activities such as the Wellness Fair. In supporting student clubs, the office seeks to keep student life energized and enriched in order to nurture meaningful citizenship and healthy campuses through the UB Student Government Associations (SGA).



Student Government

The SGA includes undergraduate students who are elected to serve as the official representatives of all undergraduate students at UB's multi-campus. These organizations work closely with the Office of Student Affairs in order to allocate funds to support Recognized Student Organizations (RSO), sports, and other student initiatives.



ATHLETICS



Learning and Practicing Fair Play

In 2014, UB Black Jaguars proudly participated in the FIFA Referee Assistance Program in collaboration with the Football Federation of Belize. The five-day course included extensive practice for referees to develop skills in decision-making for calling plays. The training was interactive and trainees were exposed to multiple scenarios to develop fair judgment skills by focusing on learning the rules, being objective, and practicing “fair play” which is FIFA’s motto.

Each year the UB canoeing team participated in La Ruta Maya, the annual national canoe race from the Hawkesworth Bridge in San Ignacio to the Swing Bridge in Belize City via the Macal, Mopan and Belize Rivers. Each year, the Black Jaguars also sponsor the UB Relathon, a co-ed relay race from San Ignacio to Belize City where each participant runs 1 mile. Women begin at the Belmopan Market Square, while men start the relay at the Police Station in San Ignacio.

BLACK JAGUARS IN ACTION

Participation in sports offers students an opportunity to develop skills that transfer well to the workplace, including a sense of teamwork, completion of a communal task, time management, discipline and the benefits of healthy and respectful competition. Students involved in sports also travel throughout the country and the region as cultural and university ambassadors while competing with other tertiary institutions in football, volleyball, track and field, softball, basketball and canoeing.





LIBRARY



In general, the UB Library adapts to shifting technology, and currently is in the process of transitioning, much the same way as the rest of the university, expanding its systems, collection, equipment, technology, and staff to meet the needs of our demand-driven student population. Library staff provides support for teaching and learning in the form of workshops on bibliographic instruction, utilizing the online databases available and accessible through the Library (EBSCOhost, Hinari, TEEAL, Koha – The library catalog), using APA/MLA formats, and the benefits of library services.

CREATING A DYNAMIC ENVIRONMENT FOR STUDY AND RESEARCH

The University of Belize Library is committed to providing access to, and delivery of information resources for UB administrators, faculty members, students, and staff in support of the university's teaching and research mission. The library assists patrons in achieving their professional goals by creating a space that is conducive to learning, discovery, and cultural life. The library provides resources and services to non-UB users to the greatest extent possible.

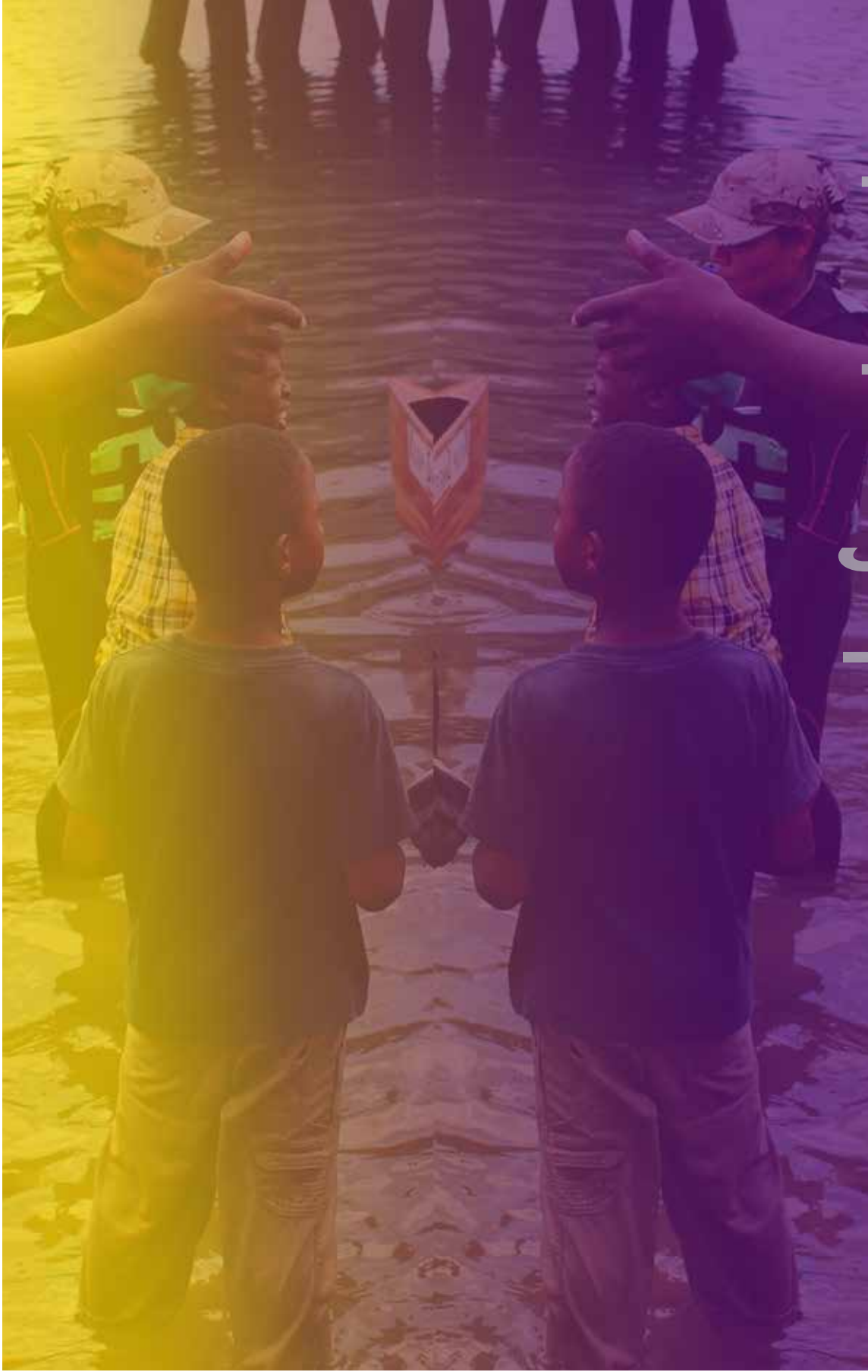
Perhaps the most fulfilling activities for staff are the two annual outreach events: the Summer Reading Program and the Christmas Toy Drive. Both activities create positive linkages between the university and Belmopan communities through volunteering and donations.

In the 2013-16 Report period circulation improved as did acquisition of new books, including a large private donation, which were processed and loaned to students and faculty for course work and research. Staff provided patrons with reference assistance and services such as photocopying, binding, scanning, laminating, and printing.

In its mission to provide classroom support services to the university community, the Library's audio/visual room provides an intimate and comfortable space for student, faculty and staff viewing of educational films and documentaries, training on use of databases, and audio-visual presentations.



The UB Library partners with the National Library Service and the Belize Archives department to provide information resources to patrons. As the UB library system continues to expand through this partnership, staff has had the opportunity to attend training sessions in Archival Theory and Practice, as well as Book Binding.



Infrastructure

Recent psychological research on physical space has suggested that people's physical and mental health evolves in a positive direction with reasonable improvements to their living and work environments.

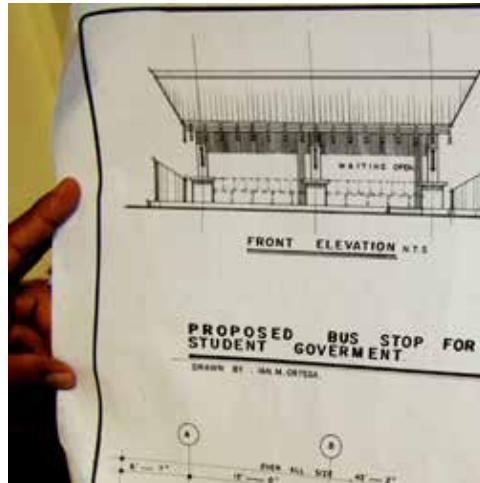
UB will evolve in this direction with continued improvements to relevant services and opportunities for students, staff and faculty, as well as ongoing beautification of the campus sites.



OFFICE OF DEVELOPMENT, INTER-INSTITUTIONAL COLLABORATIONS AND INTERNATIONAL PROGRAMS

The office serves as the official liaison for the UB Alumni Association, which involves scheduling and coordinating meetings with the Alumni Board, planning events, and generating and managing the alumni data base.

The International Programs Officer developed and negotiated MOU's and other agreements between UB and its partner international institutions. This office also assisted with the Campus Development Master Plan, with the management of the UB land assets, and in identifying areas for development. For example, a partnership with the Public Safety Department helps coordinate regular patrols that reduce and/or eliminate illegal activities at the Belmopan campus.



INTERNATIONAL INITIATIVES

As a means to generate income for the University and encourage academic, cultural and diversity stimulation between international and Belizean students, the office coordinates incoming study abroad programs and Student Exchanges including:



- The UB/UQROO Language Exchange/Cultural Immersion Program
- The 5th Annual Prairie View A & M University (PVAMU) Fall 2014 Study Tour
- Second Annual Texas A & M University, Kingsville (TAMUK), Study Tour
- Collaboration with the RLC on an English Immersion Program for Colombian Educators
- FMSS collaboration to invite student interns from Universidad Technological de Camargo
- Facilitation of two interns from KSU and one student from UB on exchanges
- UB's President and the Ministry of Education's visit to the U.S. in an effort to improve collaboration including the granting of scholarships





In terms of campus development, this office serves the Office of the President, providing up-to-date information on the campus Development Master Plan and assisting the Physical Plant Department in determining the best sites for planned development and for the allocation of requisite land space.

The office obtained the purchase approval for 172 acres of surveyed land at Middle Long Caye. The office also identified and selected a site at the Belmopan Campus where UB will allow the CARICOM Caribbean Climate Change Center to build their facilities under a special agreement.

Occasionally, this office is called upon to participate in special initiatives and/or activities on behalf of the university such as facilitating the Belmopan Local Planning Working Group (LPWG) and coordinating the Fulbright applications for U.S. scholars at UB.



Employee Engagement



THE MOVING PARTS

The importance of improving employee effectiveness should not be underestimated, and, at the same time, the moving parts required to achieve this goal are many and diverse, and include training, team building, counselling, inclusion, and acquisition of professional credentials, all to ensure that the university runs well and remains connected to the community and stakeholders it serves.

Office of Human Resource

HR ultimately serves as the liaison between the University and officially identified external legal advisors on all matters. At the same time, HR functions in the area of performance appraisal review and recruitment. The Department has a total of 9 staff and a Director to service over 600 full time and part time employees. Efforts were made during this reporting period to assign officers responsibility for the Different campuses for example: HR Officer and Staff Counsellor has been assigned for Central Farm and Calabash Caye; HR Assistant General and HR Director for Belize City; HR Clerk I and HR Assistant for Toledo.

The results of the Employee Satisfaction Survey has been presented to faculty and staff by the Office of the President. The survey indicated that faculty and staff continue to be interested in buying health insurance and that all employees would appreciate more support for seeking higher degrees. Activities that support these needs have been built into the HR work plan and the operational plan.





It is often essential to manage emotional, familial and workplace difficulties.

The Human Resource Department has participated in the Employee Assistance Program, which has facilitated support in the areas of workplace issues, stress management, familial stress, marital issues, parenting issues, grief/loss, depression and alcohol abuse. The counsellor worked with staff, faculty members and even children of employees to improve the mental health of the UB community. The counsellor has also provided training sessions for the HR Dept., ICT, Bookstore, Physical Plant and Public Safety Departments. Once per month visits are also held in Central Farm and Toledo Campus.

As a way to increase efficiency in record-keeping and documentation, the HR Department has started the process of synchronizing the files system between the four major offices – President, Provost, Accounts and HR. This process has not been without its challenges given the volume of filing, but with proper equipment and supplies, there has been an increase in the speed of sorting and archiving files. Similar assistance has been granted to the Physical Plant Department, FEA-Belize City and Toledo. Funds need to be identified to continue with this effort university wide in order to implement the system across the University.



The roll-out of another productivity and communication tool, Orange Human Resource Management System (Orange HRM), was in effect for the RLC and Library departments, and Central Farm and Toledo Campuses beginning in August of 2014. The piloting of this system has allowed staff to use the system and advise HR where there is need for improvement. HR is currently awaiting new customizations which will include: an audit trail; improved reporting capabilities in Jasper Soft; improved leave management; and improved tracking of faculty performance.

To build capacity for this system and others, in 2014 an internal human resource training session was held for all supervisors within the university. Internal sessions in the area of team building and confidentiality are ongoing via the Staff Counsellor. Additionally, training sessions for the Physical Plant and safety staff have been held to address issues of money management and parenting, as well as working with teenagers and young adults. Training activities included specific training for the IT Department, as well as for all administrative staff, in the area of team building and confidentiality, and General Labour Law.





Facts + Figures



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2013-2016





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INDEPENDENT AUDITORS' REPORT

To the Board of Trustees of:
University of Belize

Report on the Financial Statements

We have audited the accompanying financial statements of University of Belize, which comprise the statements of financial position as at July 31, 2014, 2013 and 2012, and the statements of comprehensive income, statements of changes in fund balances and statements of cash flows for the years then ended, and a summary of significant accounting policies and other explanatory notes.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards. This responsibility includes: designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. Except for the matters as discussed in the following section, we conducted our audits in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audits to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our modified audit opinion.

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2013-2014 Financial Report



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Independent Auditors' Report

Page 2

Basis for Qualified Opinion

Accounts Receivable

We were unable to validate the carrying amount and ultimate collectability of student tuition receivables as of July 31, 2014 totaling \$1,352,734, (2013 - \$451,658) and (2012 - \$1,348,661) as included in the statements of financial position. We were also unable to obtain confirmation from Government of Belize as to the validity of \$744,090 tuition receivable as at July 31, 2014. As a result, we could not determine if any adjustment might have been necessary in respect of recorded or unrecorded tuition receivable and impairment thereof and the related elements in the statements of financial position and statement of comprehensive income.

Qualified Opinion

In our opinion, except for the effects or possible effects of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of University of Belize as at July 31, 2014, 2013 and 2012 and of its financial performance and its cash flows for the years then ended, in accordance with International Financial Reporting Standards.

Emphasis of Matter

The supplementary information accompanying the financial statements is not necessary for fair presentation of the financial position or results of operations in accordance with International Financial Reporting Standards. Management has decided to include this information to assist in understanding the individual performance of the Environmental Research Institute of the University of Belize. The supplementary information has been subjected to the auditing procedures applied in the examinations of the financial statements and in our opinion, is fairly stated in all material respects in relation to the financial statements taken as a whole.

A handwritten signature in blue ink, appearing to read "Grant Thornton".

Chartered Accountants

Belize City, Belize

October 7, 2016



UNIVERSITY OF BELIZE

STATEMENTS OF FINANCIAL POSITION JULY 31, 2014 AND 2013 (IN BELIZE DOLLARS)

<u>ASSETS</u>	<u>Notes</u>	<u>2014</u>	<u>Restated 2013</u>	<u>Restated 2012</u>
CURRENT ASSETS:				
Cash and cash equivalents – unrestricted	2g, 4	\$ 4,878,187	\$ 2,657,945	\$ 2,895,701
Cash and cash equivalents – restricted	2g, 5	2,699,930	2,889,401	3,140,322
Short term investments – unrestricted	2g, 4	49,802	63,768	-
Short term investments – restricted	2g, 5	2,656,114	2,277,096	-
Students tuition receivables – net	2g, 6	1,352,734	451,658	1,348,661
Tuition receivables from Government of Belize	2g, 7	744,090	2,511,141	3,548,692
Other receivables	2g	340,609	579,823	257,002
Employee advances	2g	54,911	41,962	70,357
Inventories	2h, 8	992,533	769,945	746,345
Total current assets		<u>13,768,910</u>	<u>12,242,739</u>	<u>12,007,080</u>
NON-CURRENT ASSETS:				
Property, plant and equipment – Net	2i, 9	75,173,100	76,310,966	32,381,888
Investment	2k, 10	450,000	450,000	450,000
Total non-current assets		<u>75,623,100</u>	<u>76,760,966</u>	<u>32,831,888</u>
TOTAL ASSETS		\$89,392,010	\$89,003,705	\$44,838,968
LIABILITIES AND FUND BALANCES				
CURRENT LIABILITIES:				
Bank overdraft	2g, 11	\$ 3,003	\$ 387,108	\$ 574,985
Accounts payables	2g, 12	2,464,140	2,359,379	815,023
Gratuity and severance payable – current portion		201,879	201,879	179,813
Total current liabilities		<u>2,669,022</u>	<u>2,948,366</u>	<u>1,569,821</u>
NON-CURRENT LIABILITIES:				
GRATUITY AND SEVERANCE PAYABLE		4,694,861	3,835,696	3,416,443
DEFERRED INCOME – no roll forward	2l	1,893,351	227,685	-
Total non-current liabilities		<u>6,588,212</u>	<u>4,063,381</u>	<u>3,416,443</u>
Total liabilities		<u>9,257,234</u>	<u>7,011,747</u>	<u>4,986,264</u>
FUND BALANCES:				
Capital grant	2n, 13	30,670,996	31,304,154	31,936,893
Revaluation surplus	14	44,115,540	44,115,540	-
General fund		5,348,240	6,572,264	7,915,811
Total fund balances		<u>80,134,776</u>	<u>81,991,958</u>	<u>39,852,704</u>
TOTAL LIABILITIES AND FUND BALANCES		\$89,392,010	\$89,003,705	\$44,838,968

The financial statements on pages 3 to 6 were approved and authorized for issue by the President on behalf of the Board of Trustees on October 27, 2016 and are signed on its behalf by:


President


Director of Finance



2014-2015 Financial Report



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INDEPENDENT AUDITORS' REPORT

To the Board of Trustees of:
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Qualified Opinion

We have audited the financial statements of University of Belize which comprise the statements of financial position as at July 31, 2015 and 2014, and the statements of comprehensive income, statements of changes in fund balances and statements of cash flows for the years then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the possible effects of the matters discussed in the *Basis for Qualified Opinion* section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of the University of Belize as at July 31, 2015 and 2014 and of its financial performance and its cash flows for the years then ended in accordance with International Financial Reporting Standards (IFRSs).

Basis for Qualified Opinion

Accounts Receivable

We were unable to validate the carrying amount and ultimate collectability of student tuition receivables as of July 31, 2015 totaling \$81,418 (2014 - \$1,352,734) as included in the statements of financial position. We were also unable to obtain confirmation from Government of Belize as to the validity of \$534,231 tuition receivable as at July 31, 2015 (2014 - \$744,090). As a result, we could not determine if any adjustment might have been necessary in respect of recorded or unrecorded tuition receivable and impairment thereof and the related elements in the statements of financial position and statement of comprehensive income.

Property Plant and Equipment

The University of Belize no longer holds leasehold title to the Middle Long Caye property held at a valuation amount of \$3,440,000 as at July 31, 2015 and 2014. This forms part of the Property Plant and Equipment and Revaluation Surplus balances as stated in the Statement of Financial Position as at July 31, 2015 and 2014. The University is engaged with the Government of Belize in an effort to rescue the property however the matter remains unresolved.

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Page 2

Emphasis of Matter

The supplementary information accompanying the financial statements is not necessary for fair presentation of the financial position or results of operations in accordance with International Financial Reporting Standards. Management has decided to include this information to assist in understanding the individual performance of the Environmental Research Institute of the University of Belize. The supplementary information has been subjected to the auditing procedures applied in the examinations of the financial statements and in our opinion, is fairly stated in all material respects in relation to the financial statements taken as a whole.

We conducted our audits in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the University of Belize in accordance with the International Ethics Standards Board for Accountants' *Code of Ethics for Professional Accountants* (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IFRSs, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the ability of the University of Belize to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the University or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the University of Belize's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; to design and perform audit procedures responsive to those risks; and to obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher

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Page 3

than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the University of Belize to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identified during the audit.

Chartered Accountants
Belize City, Belize
May 2, 2018

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Ducome Sanchez c/o

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UNIVERSITY OF BELIZE

STATEMENTS OF FINANCIAL POSITION JULY 31, 2015 AND 2014 (IN BELIZE DOLLARS)

ASSETS	Notes	2015	Restated 2014	Restated 2013
CURRENT ASSETS:				
Cash and cash equivalents – unrestricted	2g, 4	\$ 4,275,364	\$ 4,878,187	\$ 2,673,711
Cash and cash equivalents – restricted	2g, 5	2,893,811	1,901,315	3,901,594
Short term investments – unrestricted	2g, 6	639,737	49,802	466,288
Short term investments – restricted	2g, 7	2,866,288	3,454,729	846,617
Students tuition receivables – net	2g, 8	81,418	1,352,734	451,658
Tuition receivables from Government of Belize	2g, 9	534,231	744,090	2,511,141
Other receivables	2g	370,054	340,609	579,823
Employee advances	2g	61,026	54,911	41,962
Inventories	2h, 10	833,061	992,533	769,945
Total current assets		<u>12,554,990</u>	<u>13,768,910</u>	<u>12,242,739</u>
NON-CURRENT ASSETS:				
Other asset	11	1,429,621	1,747,195	2,064,769
Property, plant and equipment – net	2i, 12	75,341,919	75,173,100	76,310,966
Investment	2k, 13	450,000	450,000	450,000
Total non-current assets		<u>77,221,540</u>	<u>77,370,295</u>	<u>78,825,735</u>
TOTAL ASSETS		\$89,776,530	\$91,139,205	\$91,068,474
LIABILITIES AND FUND BALANCES				
CURRENT LIABILITIES:				
Bank overdraft	2g, 14	\$ 37,368	\$ 3,003	\$ 387,108
Accounts payables	2g, 15	3,208,921	2,464,140	2,359,379
Gratuity and severance payable – current portion	16	201,879	201,879	201,879
Total current liabilities		<u>3,448,168</u>	<u>2,669,022</u>	<u>2,948,366</u>
NON-CURRENT LIABILITIES:				
Gratuity and severance payable	16	4,427,471	4,694,861	3,835,696
Deferred income	17	2,019,530	1,893,351	227,685
Deferred grant	11	237,375	316,500	395,625
Total non-current liabilities		<u>6,684,376</u>	<u>6,904,712</u>	<u>4,459,006</u>
Total liabilities		<u>10,132,544</u>	<u>9,573,734</u>	<u>7,407,372</u>
FUND BALANCES:				
Capital grant	2n, 18	30,061,703	30,670,996	31,304,154
Revaluation surplus	19	44,115,540	44,115,540	44,115,540
General fund		5,466,743	6,778,935	8,241,408
Total fund balances		<u>79,643,986</u>	<u>81,565,471</u>	<u>83,661,102</u>
TOTAL LIABILITIES AND FUND BALANCES		\$89,776,530	\$91,139,205	\$91,068,474

The financial statements on pages 4 to 7 were approved and authorized for issue by the President on behalf of the Board of Trustees on May 2, 2018 and are signed on its behalf by:


Director of Finance


President

2015-2016 Financial Report



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INDEPENDENT AUDITORS' REPORT

To the Board of Trustees of:
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Qualified Opinion

We have audited the financial statements of University of Belize which comprise the statements of financial position as at July 31, 2016 and 2015, and the statements of comprehensive income, statements of changes in fund balances and statements of cash flows for the years then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the possible effects of the matter discussed in the *Basis for Qualified Opinion* section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of the University of Belize as at July 31, 2016 and 2015 and of its financial performance and its cash flows for the years then ended in accordance with International Financial Reporting Standards (IFRSs).

Basis for Qualified Opinion

Property Plant and Equipment

The University of Belize no longer holds leasehold title to the Middle Long Caye property held at a valuation amount of \$3,440,000 as at July 31, 2016 and 2015. This forms part of the Property Plant and Equipment and Revaluation Surplus balances as stated in the Statement of Financial Position as at July 31, 2016 and 2015. The University is engaged with the Government of Belize in an effort to rescue the property however the matter remains unresolved.

Emphasis of Matter

The supplementary information accompanying the financial statements is not necessary for fair presentation of the financial position or results of operations in accordance with International Financial Reporting Standards. Management has decided to include this information to assist in understanding the individual performance of the Environmental Research Institute of the University of Belize. The supplementary information has been subjected to the auditing procedures applied in the examinations of the financial statements and in our opinion, is fairly stated in all material respects in relation to the financial statements taken as a whole.



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**Independent Auditors' Report
Page 2**

We conducted our audits in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the University of Belize in accordance with the International Ethics Standards Board for Accountants' *Code of Ethics for Professional Accountants* (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IFRSs, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the ability of the University of Belize to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the University or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the University of Belize's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; to design and perform audit procedures responsive to those risks; and to obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

2015-2016 Financial Report



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Independent Auditors' Report

Page 3

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the University of Belize to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identified during the audit.

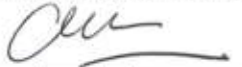
Chartered Accountants
Belize City, Belize
May 2, 2018

UNIVERSITY OF BELIZE

STATEMENTS OF FINANCIAL POSITION JULY 31, 2016 AND 2015 (IN BELIZE DOLLARS)

<u>ASSETS</u>	<u>Notes</u>	<u>2016</u>	<u>2015</u>
CURRENT ASSETS:			
Cash and cash equivalents – unrestricted	2g, 3	\$ 843,645	\$ 4,275,364
Cash and cash equivalents – restricted	2g, 4	2,853,023	2,893,811
Short term investments – unrestricted	2g, 5	864,903	639,737
Short term investments – restricted	2g, 6	2,642,533	2,866,288
Students tuition receivables – net	2g, 7	758,233	81,418
Tuition receivables from Government of Belize	2g, 8	626,739	534,231
Other receivables	2g	424,440	370,054
Employee advances	2g	76,949	61,026
Inventories	2h, 9	811,177	833,061
Total current assets		<u>9,901,642</u>	<u>12,554,990</u>
NON-CURRENT ASSETS:			
Other asset	10	1,112,047	1,429,621
Property, plant and equipment – Net	2i, 11	74,865,270	75,341,919
Investment	2k, 12	450,000	450,000
Total non-current assets		<u>76,427,317</u>	<u>77,221,540</u>
TOTAL ASSETS		\$86,328,959	\$89,776,530
LIABILITIES AND FUND BALANCES			
CURRENT LIABILITIES:			
Bank overdraft	2g, 13	\$ 141,643	\$ 37,368
Accounts payables	2g, 14	2,693,327	3,208,921
Gratuity and severance payable – current portion	15	136,623	201,879
Total current liabilities		<u>2,971,593</u>	<u>3,448,168</u>
NON-CURRENT LIABILITIES:			
Gratuity and severance payable	15	4,486,866	4,427,471
Deferred income	16	1,710,612	2,019,530
Deferred grant		641,724	237,375
Total non-current liabilities		<u>6,839,202</u>	<u>6,684,376</u>
Total liabilities		<u>9,810,795</u>	<u>10,132,544</u>
FUND BALANCES:			
Capital grant	2n, 17	29,432,105	30,061,703
Revaluation surplus	18	44,115,540	44,115,540
General fund		2,970,519	5,466,743
Total fund balances		<u>76,518,164</u>	<u>79,643,983</u>
TOTAL LIABILITIES AND FUND BALANCES		\$86,328,959	\$89,776,530

The financial statements on pages 4 to 7 were approved and authorized for issue by the President on behalf of the Board of Trustees on May 2, 2018 and are signed on its behalf by:



President



Director of Finance

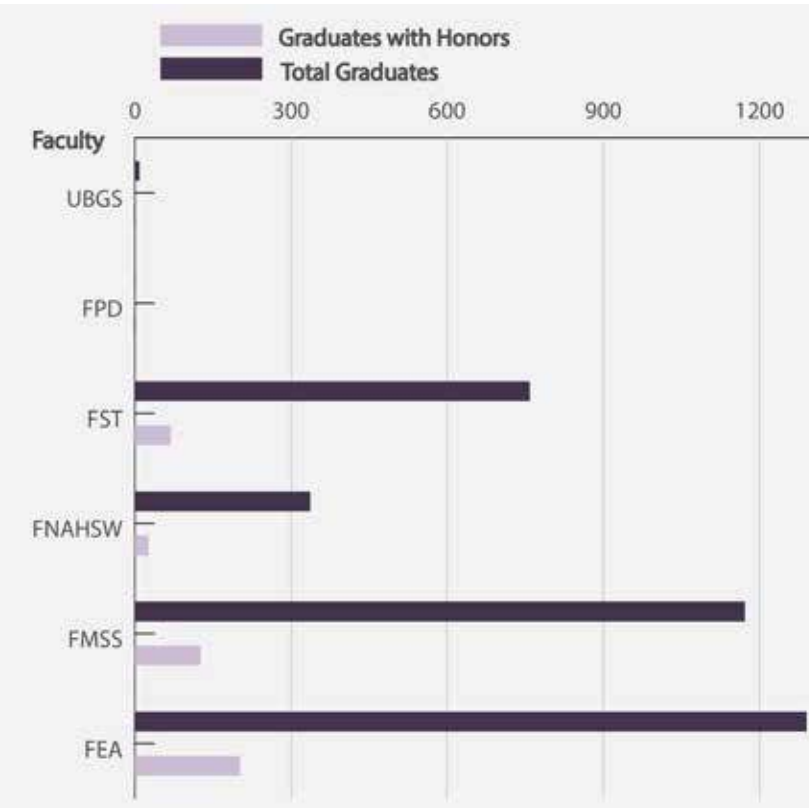
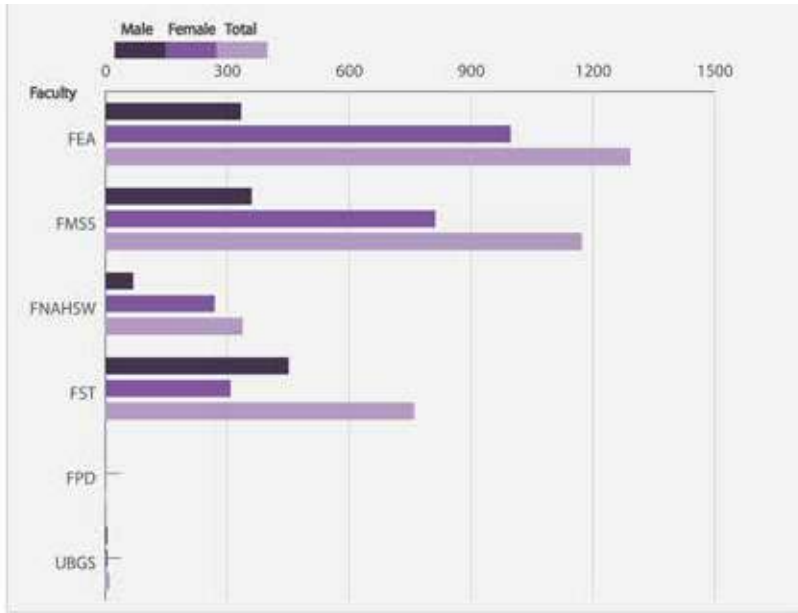
Grads: Faculty + Degree

The University of Belize is a growing national institution that both reflects and impacts many of the developmental issues facing the country. The university and all of its components have been actively engaged in processing data.

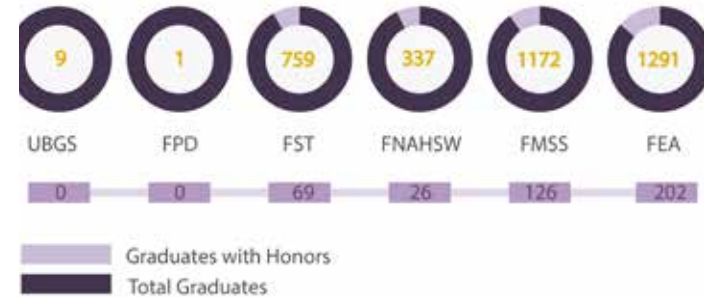
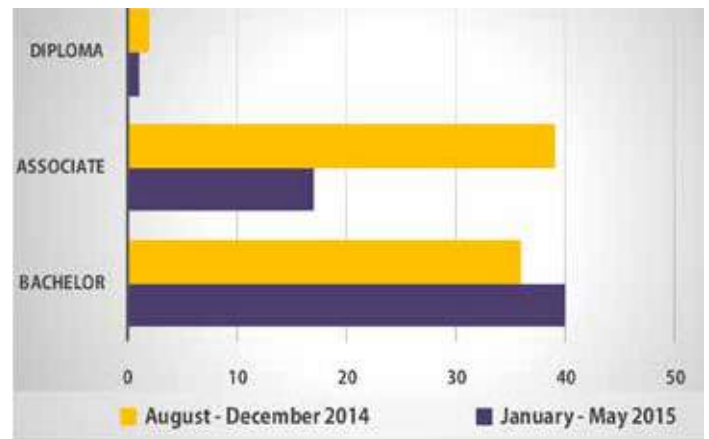
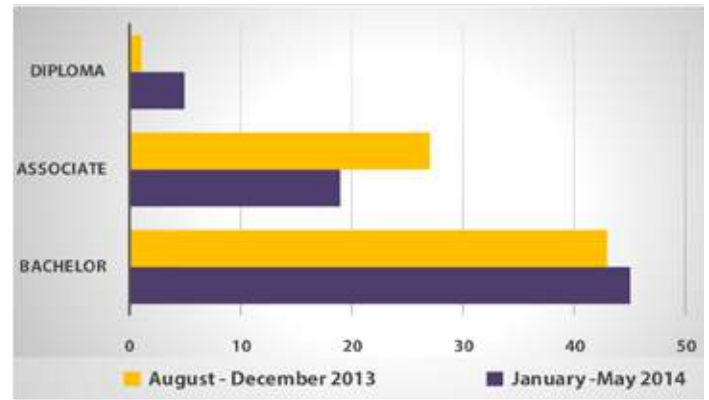
The following charts represent a sampling, showing the many variables and facts that will shape UB going forward.

		2013-1	2013-2	2014-1	2014-2	2015-1	2015-2
TOTAL ENROLLMENT		4267	3662	4083	3762	4598	4030
FEA	Total	1291	1022	1193	997	1226	949
	Bachelors	522	424	447	419	478	378
	Associates	595	442	553	465	546	424
	Certificate	139	124	127	71	128	110
	Diploma	35	32	56	42	74	37
FEA (Sugar)	Total	0	0	0	0	233	271
	Bachelors	0	0	0	0	134	156
	Associates	0	0	0	0	43	52
	Certificate	0	0	0	0	28	33
	Diploma	0	0	0	0	28	30
FMSS	Total	1398	1219	1367	1346	1548	1315
	Bachelors	694	608	647	626	656	554
	Associates	691	598	710	710	886	758
	Certificate	13	13	10	10	6	4
FNAHSW	Total	591	608	574	512	608	568
	Bachelors	302	598	289	275	317	298
	Associates	260	13	253	221	252	229
	Certificate	29	508	32	17	39	41
FST	Total	41	269	48	92	55	117
	None	41	224	48	92	55	117
MASTERS PROGRAM	Total	936	16	899	813	932	818
	Bachelors	209	71	209	200	185	180
	Associates	727	71	690	613	747	638
	Certificate	0	834	0	0	0	0
CENTRE FOR OPEN DISTANCE LEAR-NING	Total	10	211	2	2	0	0
	M.Science	10	624	2	2	0	0
	Total	0	0	0	0	0	0
	Other	0	8	0	0	0	0

Grads: Faculty + Gender



Employee Tuition Waivers



Grads: Faculty + Honors

BACHELOR

English	Belmopan	
History	Belmopan	
Biology Education	Belmopan	
Business Education	Belmopan	
Business Education (IT)	Belmopan	
Business Education (Management)	Belmopan	
English Education	Belmopan	
Mathematics Education	Belmopan	
Primary Education	Belmopan Punta Gorda	Belize City
Secondary Education (English)	Independence	
Secondary Education (Math)	Independence	
Secondary Education (Science)	Independence	
Secondary Education (Social Studies)	Independence	
Secondary Education (Spanish)	Independence	
Spanish Education	Belmopan	

ASSOCIATE

English	Belmopan	
Primary Education	Belize City	

CERTIFICATE

Early Childhood Education	Belmopan	Corozal
English as a Second Language	Belmopan	
Primary Education	Orange Walk	
Teaching Level Two	Belize City	

DIPLOMA

Education	Orange Walk	
Education Methodology	Belmopan Orange Walk	Belize City Punta Gorda

BACHELOR

Accounting	Belmopan	Belize City
Management	Belmopan	Belize City
Public Sector Management	Belize City	
Tourism Management	Belize City	

ASSOCIATE

Business Science	Belmopan	Belize City
Tourism Studies	Belmopan	Belize City

Paralegal Studies	Belmopan	
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SW

BACHELOR	Nursing	Belmopan
	Social Work	Belize

ASSOCIATE	Pharmacy	San Pedro
	Social Work	Belize City

CERTIFICATE	Midwifery	Belmopan
	Nursing Anaesthesia	Belmopan
	Operating Room Nurse Technician	Belize City
	Practical Nursing	Belmopan Belize City Punta Gorda
	Psychiatric Nurse Practitioner	Belmopan Belize City

MASTER of SCIENCE	Biodiversity & Conservation	Belmopan
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BACHELOR	Biology	Belmopan
	Information Technology	Belmopan
	Mathematics	Belmopan Belize City Punta Gorda
	Natural Resource Management	Belmopan

ASSOCIATE	Agriculture	Central Farm
	Architecture	Belize City
	Biology	Belmopan
	Biology & Chemistry	Belmopan
	Biology, Chemistry & Physics	Belmopan
	Biology, Chemistry & Mathematics	Belmopan
	Biology & Mathematics	Belmopan
	Biology, Mathematics & Physics	Belmopan
	Building & Civil Engineering	Belize City
	Business Science	Belmopan Belize City Punta Gorda
	Chemistry	Belmopan
	Chemistry & Mathematics	Belmopan
	Chemistry & Physics	Belmopan
	Chemistry, Mathematics & Physics	Belmopan
	Marine Biology	Belmopan Belize City
	Mathematics	Belmopan
	Mathematics & Physics	Belmopan
	Mechanical & Electrical Engineering	Belmopan Punta Gorda
	Medical Laboratory Technology	Belmopan

FST

Adult and Continuing Education	Belmopan	Belize City Punta Gorda
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U.B. SONG
Composed by Sir Colville Young

Students lift your voices
To praise our Alma Mater,
Together we're united,
Each UB son and daughter

Pyramid and temple
Once soared like man-made mountains,
And in this land the people
Drank deep of wisdom's fountain

For your prize of knowledge
Our hearts were ever yearning,
Till sleepless nights of study
Were well repaid with learning.

Now we can recover
The ancient pride and glory,
And our Belize's future
Shall tell the UB story.

And your torch, when we are gone,
Burning bright will be handed on:
UB, this shall be our pledge!
UB, this shall be our pledge!

For the touch, when we are gone,
Burning bright will be handed on;
UB, this shall be our pledge!
UB, this shall be our pledge!



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