

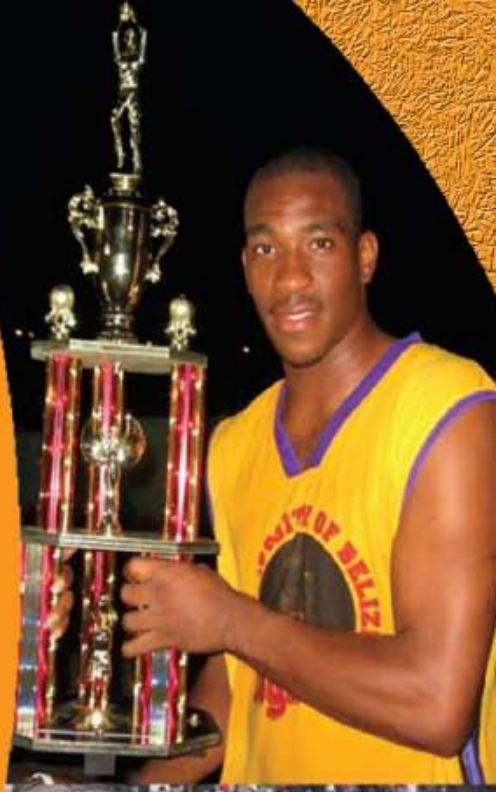
University of Belize



Education Empowers a Nation

**ANNUAL REPORT  
2008-2009**

*Highlights*



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(Appointed June, 2008)

Ms. Imani Fairweather-Morrison (Chairperson)  
Belize Minister of Education's Representative  
Tel: 223-5813  
Email: imanifm@hotmail.com

Mr. David Leacock, CEO  
Ministry of Education/Representative  
Tel: 822-2329  
Email: moeducation@moes.gov.bz

Mr. Leonardo Pott  
UB Faculty Representative  
Tel: 822-3680  
Email: leonardo\_pott@hotmail.com

Mr. Steve Spiro, El Pescador Hotel  
Minister's Rep., Tourism Private Sector  
Tel: 226-2975  
Email: steve@elpescador.com

Dr. Peter Allen, CEO  
Ministry of Health/Representative  
Tel: 822-2326  
Email: papu@btl.net

Mr. Anthony Sabal  
ATLIB Representative  
Tel: 522-2654  
Email: scejc@btl.net

Ms. Yvette Alonzo, Programme for Belize  
Non-Governmental & Civil Society Rep.  
Tel: 227-5616  
Email: apamo@pfbelize.org

Mr. Emile Mena, Wood Depot  
Minister's Representative, Industry Sector  
Tel: 822-2387  
Email: emilemena@yahoo.com

Mr. Alex Anderson, UB Assn. of Student Govt.  
UB Student Representative  
Tel: 822-3680  
Email: alex\_redz\_20@yahoo.com

Mr. Gabino Canto, CEO  
Ministry of Agriculture/Representative  
Tel: 822-2241  
Email: gabinocanto@yahoo.com

Ms. Jacqueline Willoughby, Public Service Union  
National Trade Union Congress Representative  
Tel: 227-6373  
Email: jwpain@gmail.com

Dr. Cynthia Terry, BFLA  
UB Alumni Association Representative  
Tel: 622-1650  
Email: cynthiaterry@hotmail.com

Bishop Canon Philip Wright, Anglican Diocese  
Belize Council of Churches Representative  
Tel: 822-0726, 223-0261  
Email: pswbelize@hotmail.com

Dr. Gordon Holder, Bz Rural Dev. Program  
Minister's Rep, Agriculture Private Sector  
Tel: 822-0494  
Email: otcholder@yahoo.com

Dr. Santos Mahung, UB President  
Secretary to the Board  
Tel: 822-3680  
Email: smahung@ub.edu.bz

Education Empowers a Nation



## VISION

In the next five years, the University of Belize is dedicated to fostering Belize's development by producing graduates who are socially and ecologically responsible, analytical, self-confident, disciplined, ethical, entrepreneurial and skilled communicators and who are committed to using these skills and values for Belize's enrichment.

## 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 education and training programs that address national needs based on principles of academic freedom, equality, transparency, merit and accountability.

TEACHING, LEARNING  
AND SERVICE

STUDENT SERVICES  
SUPPORT SERVICES

PARTNERSHIP

COMMUNICATION  
AND THE COMMUNITY

In June 2009, the President's Office spearheaded campus-wide participation in a three-day strategic planning retreat at the Belmopan central campus.

The June consultations into the strategic plan followed several months of stakeholder group consultations.

The emerging vision is slated for final consultations and adoption in the next academic year.

# FOREWORD



Higher education institutions worldwide operate today in a technology-driven world, and like any other industry, need to respond to changing student demographics, plan for increased competition, deliver the education in new modalities, seek new revenue streams and, concomitantly, ensure proper accountability and transparency exist.

The University of Belize is poised to meet these industry challenges. Even as it keeps its core mission of meeting national developmental needs, the UB community of stakeholders is reshaping the vision that will be reflective of the changing context of higher education today. The learning process involved this past year in realizing the emerging vision targeted for completion within a few months has been institutionally invaluable. It is my sincere hope that all levels of UB employees have intrinsically benefitted from being involved in this ongoing institutional development.

Sincerely yours,



**Santos Mahung**  
President

With UB's mission of commitment to excellence, UB has been methodically firming up, and establishing where none existed, its academic infrastructure to prepare the ground for institutional accreditation. Under internal governance, two major councils were institutionalized, namely the Academic Council (of the academic deans and academic directors with the leadership of the provost) and the Faculty Council (with elected representatives from the four faculties and the RLC) while work commenced in establishing the Student Affairs Council. The objective is to enlist meaningful participation in policy formulation, planning and program monitoring and review. For example, one of the first outputs of the Academic Council has been the standardization of annual work plans, quarterly reports and the necessary linkages of these to the annual budget.

In terms of quality, the UBQ (UB Quality) Office coordinated the standardization of all academic programs with the completion of a *Program Specifications* document for each program on offer. To facilitate the formal evaluation of our academic programs, an internal *Academic Standards* document was completed, a product of direct consultation with UB's stakeholders including students, faculty, alumni, representatives from the private sector, the professional associations, and relevant ministries of government. With its own academic standards manual, UBQ began the process of formal review of seven academic programs, at least one from each of the four faculties. *The Program Review Manual* was completed with its questionnaires and data generated from UB stakeholders. Program Review teams completed most of the data entry and data analysis in preparation for external evaluation.

To firm up the UB curriculum the *General Education Core* was revisited, rationalized and articulated in a manual that has been now submitted to the Faculty Council for review prior to submission to the President and Board for final review and approval. And, for the first time UB completed the preparation of its annual catalog that is now available on line as are all UBQ documents at [www.ub.edu.bz](http://www.ub.edu.bz)

Additionally, academic deans began revisiting their internship manuals to firm up the quality and relevance of the practical experience required of UB students in several academic programs. This work is

expected to be completed in academic year 2009-10. Student evaluation of instruction continued as a major activity of UBQ, gathering assessment data both through the traditional pen and paper method as well as on line during the course of the semester.



## TEACHING, LEARNING AND SERVICE



# FACULTY HIGHLIGHTS

## FACULTY OF EDUCATION AND ARTS

**HIGHLIGHT: NEW Certification for practicing teachers:** The planning and implementation of the Certificate in Education Program in response to a national need as presented by the Hon. Minister of Education for the training of in-service teachers with an associate or bachelor degree in an area other than education. The Ministry's payment of tuition and students' payment of fees have made this sustainable, and of the over 300 in-service teachers who entered in summer '09 at various junior colleges, UB catered to 175.

## FACULTY OF MANAGEMENT AND SOCIAL SCIENCES

**HIGHLIGHT: TOURISM:** Tourism students interned in Florida (at Disney World), Barbados and the Dominican Republic. A bachelor degree in tourism management was established at the UB Toledo campus. Faculty also represented UB on the Board of the Caribbean Tourism Education Alliance of the Caribbean. This body ensures quality tourism and hospitality programs across the Caribbean.

## FACULTY OF NURSING, ALLIED HEALTH AND SOCIAL WORK

**HIGHLIGHT: Program Upgrades:** The bachelor's degree in Public Health Nursing had its inaugural intake and a new cohort of Rural Health Nurses commenced as well. The record intake coincided with a new initiative of the faculty to consolidate the Associate and Bachelor degrees in Social Work and to upgrade other associate degree programs to bachelor degree level. This reorganization is expected to be completed in time for the 2010-2011 academic year.

## FACULTY OF SCIENCE AND TECHNOLOGY

**HIGHLIGHT: Academic Outreach:** Several departmental field visits occurred in Belize, Guatemala and Mexico; as well, FST saw 5 faculty members in exchanges with North American universities. A particular highlight was science faculty members' and students' visit to El Salvador to participate in the annual regional MSBC conference; several presented papers during October 2008.

## BRANCH CAMPUSES

**TOLEDO:** Wheelchair ramps installed; new B.Sc. Program

**BELIZE CITY:** Wireless installed; full-time counselor

**CENTRAL FARM:** The Sustainable Agriculture

Associate degree program was initiated, with all program courses, both theoretical and practical, delivered in Central

Farm; a highly diversified integrated farming system based on bio-intensive methods has begun. Grain production, such as soybeans and corn, was also introduced as mechanized large scale farming of approximately 50 acres. One innovative product was the bottling/labeling of UB-Honey.

**CENTERS:** Regional Language Center - served 52 full time students in the English as a Second Language certificate program. Adult and Continuing Education Center – Remedial and customized programs (Tour guide training/ Emergency Medical Tech). Approved: for 09-10: Environmental Research Center.



Whether it was a stimulating public lecture, cultural and patriotic activities, poetry and literary competitions, competitive and recreational sports, or health and scholarship fairs, UB's Office of Student Affairs placed premium on student services and activities. This past year in particular, the wireless campus services, previously available only at the Belmopan campus, were extended to the Belize City campus.

As we continue to grow we are mindful that students are at the heart of what we do. Through the sports program and the kindness of one of UB's benefactors, we were able to increase the number of sports scholarships and tuition and book scholarships to students. To date approximately one third of UB's population benefits from some form of scholarship. In pursuit of academic excellence, this office provided support to students through peer tutoring and counseling services. To instill a spirit of community service and volunteerism, UB students on scholarships are required to complete community service. In collaboration with the various campuses' student governments, UB students assisted flood victims and held a Christmas party for flood victims' children. Student Services will develop a more structured program-- UB Service Corp-- that will focus on UB's outreach to the community.

The Sports Department continued to search for student athletes in the various sports, and they have done UB proud over the year, especially UB's Black Jaguars basketball team with its many wins in the local ATLIB tournaments and in international games. The football team is also growing in strength and preparing for competition. Our students also continued our tradition of an annual 70-mile road rathon and participation in the 176-mile La Ruta Maya River Challenge.

In providing a well rounded education for students, UB looks for opportunities not only nationally but internationally. Eight UB students were afforded two such opportunities this year when they attended the CSME conference in Trinidad and visited UNAM to participate in the model UN. UB has also signed several memoranda of understanding with international universities and has hosted several groups of students from our COBEC partner institutions as well as from other universities. UB faculty has benefited from one such exchange where credit is earned (and faculty members are offered places in one university in the US) in exchange for supervising students who are placed in schools in Belize. UB wants to strengthen this Study Abroad program so that UB students can benefit from traveling abroad as well. UB's international study body is small but growing. Currently, Student Services provides support to 50+ international students at the Regional Language Center and a few students who have chosen to do semester studies at UB.



## STUDENT SERVICES



# SUPPORT SERVICES

## UB LIBRARIES

As the University of Belize continued to grow during the year, Library services were simultaneously growing in providing access to and delivery of information resources in support of teaching, learning and research. The UB Library is comprised of five branches: Central Campus Library (CCL), Faculty of Management and Social Sciences Library (FMASS), Engineering Resources Center (ERC), Central Farm Library (CFL), and Toledo Library (TL).

The Technical Services staff worked tirelessly behind the scenes on the entry of the holdings into Koha database so that UB can move towards an online catalog. When this is completed and launched successfully, patrons will be able to search the collection from any place they have Internet access. A total of 10,126 items were entered into Koha which is comprised of the UB Library's main collection at the central campus. The Library also renewed its subscription to two of EBSCOhost's major databases: *Academic Search Premier* and *Business Source Premier*, which contain millions of articles from thousands of publications in various disciplines. Also, almost 200 recent publications were added to the Belize Collection. The Vertical file was also updated with articles from newspaper clippings, brochures and different Belizean publications.

Based on suggestions and feedback received, the Library was able to address various concerns and to begin a number of initiatives to make it easier for students. These included offering binding and laminating services at the Central Campus library, offering photocopying services at the Central Farm library, extending opening hours in Toledo and in Belmopan, offering Bibliographic Instructions whereby Public Services staff visited various classes and taught students how to access and conduct searches in EBSCOhost's databases and how to make maximum use of the library resources, conducting various displays within the libraries and even providing coffee and juice to users during exam week.

An hourly and daily count of users in the library totaled 147,395 over the course of the year at all UB Libraries with the majority being at Central Campus Library; a total of 3,232 books were loaned out; hundreds of ready reference/



directional queries and online searches were conducted; faculty reserve items were loaned for almost five hundred times while textbooks/reference materials were loaned for over seventeen thousands times; and approximately \$45,000.00 was collected as revenue from photocopying and other services. Additionally, some library staff had the opportunity to receive hands-on training on how to use EBSCOhost's databases from EBSCOhost personal representative, in the use of Koha database, and in e-librarianship. Staff maintains a strong commitment to provide library support services to the UB Community and looks forward to greater accomplishments next year.



# SUPPORT SERVICES

## SAFETY



The Public Safety Department continues to promote the establishment and maintenance of a work environment that is conducive to learning and self-actualization. The Department also continued to foster the community spirit through positive interactions with neighboring communities and uniformed government agencies. A Threat Assessment Team chaired by the Chief of Security enhanced our preparedness for natural and man-made emergencies. Consequently our support for NEMO, CEMO, and

other respective Emergency Management Committees continued in the event of an emergency. It is the intent to establish a Students Security Corps, which will entail recruiting students with security backgrounds, or those who have a penchant for security work, to complement the efforts of the department. In-service training of all PSO's continued. The acquisition of close circuit cameras further enhanced the ability to covertly monitor activities in the laboratories and within the campuses.

## FACILITIES

Refurbishments to UB's facilities continued in the past academic year. One of the most obvious areas of improvement was in the external washing & painting of buildings. At the Belmopan campus, construction of 930 ft of concrete walkways, a driveway entrance and pedestrian crossovers was done. Reconstruction of the pre-school building also occurred, with space now allocated for the temporary housing there of the Environmental Research Institute scheduled to be launched in next academic year. Also, upgrading of the electrical system at the library building at central campus has commenced and should be completed by mid January 2010.



## HUMAN RESOURCES

The University of Belize employed 351 full time academic and non academic staff in the Academic Year 2008-2009. Additionally, the University employed 109 adjunct lecturers. This past year's focus at HR was the staffing and developing of the academic units of the University of Belize. Several faculty and staff either began or continued their pursuit of higher qualification with the objective of improved quality of the teaching/learning experience and of meeting the goal of accreditation. Additionally, HR continued the development of the policy documents that will impact academic and non academic employees, such as the revision of the Faculty and Staff Handbook and assisting the Provost's Office in the finalization of the Promotions and Tenure document. HR also plans to strengthen its own internal functions with a Human Resource Information System and the formulation of a development plan that will outline an action plan for the development of academic and non academic staff – all with the objective of serving students and the UB community more efficiently.



# REGISTRAR'S OFFICE

## DIVERSITY AND DEMOGRAPHICS

Three thousand two hundred ninety-one (3,291) students enrolled in UB this school year. Most took classes in Belmopan (60.89%) followed by Belize City (33.33%) then Punta Gorda (5.77%). There were approximately two females to every one male student (64.39% to 35.61%). Most of the students were fulltime (64.87%). When compared to the same time period in the previous year (2007-1) there was a 28% increase in the number of full time students enrolled in the first semester (2008-1). There was an overall increase of 3.31% in the number of part-time students in the first semester when compared to the same period a year before (1119 to 1156).

All districts were represented; however, the number of students enrolled from a particular district was higher in those districts where



there is a UB campus, i.e., Belize (35.64%), Cayo (32.69%) and Toledo (10.51%). The numbers were much lower in Corozal (5.07%), Orange Walk (7.87%), and Stann Creek (6.78%). The average age of students was 24.06 and range between 15 and 61 years. All the faculties had an increase in enrollment this school year over last school year. The Faculty of Nursing, Allied Health and Social Work showed the largest increase of 24.45% followed by Education and Arts with 21.49%. The Faculties of

Management and Social Sciences and Science and Technology had increases of 19.61% and 10.01%, respectively. A majority of students were pursuing associate (n=1,710, 51.96%)

when compared with baccalaureate (n=1,355, 41.17%) degrees and the others (n=246, 7.47%), transient students or those pursuing certificate and diploma programs. The five most subscribed associate degree majors were business administration (n=427), primary education (n=335), natural resource management (n=131), information technology (n=126) and tourism (n=82).



## PARTNERSHIPS

In its networking relationships, UB pursued the strengthening of institutional capacity. UB worked more closely with its national partners through the Association of Tertiary Level Institutions of Belize (ATLIB), focusing on the two plus two articulation system whereby graduates from junior colleges transfer their credits to the upper two years of the UB baccalaureate degree programs. Through the National Articulation Framework committee chaired by UB, a work agenda produced tables of credit equivalencies of UB's General Education Core and Associate Degree programs in the natural sciences and business studies.

The Consortium for Belizean Educational Cooperation (COBEC), made up of some 19 U.S. tertiary institutions and ATLIB members, continued its developmental agenda in 2008-09. UB hosted the regular meeting held from 4 to 7 February 2008 at its central campus in Belmopan. A highlight was a UB sponsored workshop on the experience of going through institutional accreditation re-validation from the Southern Association of Colleges and Schools (SACS). Under the academic administrators'

exchange program, UB's Chief Librarian toured Western Kentucky University (WKU)'s library system. A similar exchange sponsored by the European Union sent two European academics to UB.

UB's 14-year partnership with the Central American confederation of public universities (CSUCA) led to UB's selection as a node country for the Swedish-funded natural disaster mitigation project. Agreement was reached through CSUCA in partnership with the University Council of Jamaica for assistance with the external evaluation of three of UB's academic programs currently under review. CSUCA's library and information network secured UB's participation in a library e-books database that can help promote research among faculty and students. The database will become operational in 2009-10. UB's partnership with the Caribbean Knowledge Learning Network (CKLN) involved UB's development of its first online course that was piloted in UB and in three countries of the Eastern Caribbean. Discussions aimed at UB's participation in a major Caribbean information network are on-going and UB expects that some of its infrastructural issues such as bandwidth limitations and further capacity building might be addressed through this regional project. A tour of a number of Canadian universities led by the President was undertaken with funding support from CKLN. Additionally, although the Office of Development is undergoing restructuring, a major project is the Rural IT project; UB is a co-implementor of this European Union funded project; 17 of 22 rural IT sites were completed this past academic year.



# COMMUNICATION AND THE COMMUNITY

Upgrading in August 2008 of the Public Relations Office into the Office of Public Information (OPI) led to new levels of both internal and external communication. OPI elicits, collates and promotes information between and among UB's various stakeholders and the general public, as well as works diligently in raising and maintaining UB's public image. The cover signage of this report, in fact, is the design in use as UB's signage on the grid wall in the departure lounge of Belize's international airport. A hallmark accomplishment towards OPI's communication outputs was the new UB Website [www.ub.edu.bz](http://www.ub.edu.bz)

In 2008-09, OPI coordinated more than two dozen media events and shows, booths and public lectures; promotion and coverage of UB faculty and student events was comprehensive, and one of the most gratifying of these was to see the university students and the UB Black Jaguars athletes mobilize to contribute to countrywide relief for victims of the debilitating October 2008 floods in the Cayo and Belize districts.

- **Public Lectures and Debates**
- **Flood Victims Drive**
- **Earth Day and Environmental Fairs, River & Caye Cleanups**
- **Health & Social Work Community Projects**
- **Symposia and Seminars: Natural Resource Management, Workplace Safety, Sexual Harassment**
- **Summer Outreaches: Irrigation/Drainage Training**

Technology is integrally linked to the university's communication outputs and timely interaction with its various publics. Thus, the Information and Communications Technology (ICT) team has embarked on major technological initiatives and upgrades to enhance UB's ability to efficiently and effectively communicate using the new technology tools. Two key developments in 2008-09: Wireless access was expanded this past year to 2 branch campuses and the versatile Xenegrade registration system was installed.



# OFFICE OF FINANCE AND BUDGET MANAGEMENT

The University is in excellent financial health. The "Cash and Cash Equivalents" is showing an increase of 40.14% over the previous year, which constitutes Cash-in-bank, Cash-on-hand, and Term deposits. The total "Cash and Cash equivalents" (net) at the end of financial year 2009 is \$5,147,271 (\$5,911,034-\$763,763).

There are three ratios which demonstrate the financial soundness/stability of the University's Balance Sheet. These are: the Current Ratio, Quick Ratio, and Net Working Capital Ratio.

The current ratio at the end of FY 2009 is at 7.96. This ratio is indicating the University's liquidity and ability to meet creditors' demands, and that for every dollar that the University owes, it has \$7.96 available in current assets. Therefore, this ratio is indicating that the University is in an excellent financial position in terms of meeting its debts to creditors.

The quick ratio measures the University's ability to use its quick assets (assets that can be easily converted into cash) to immediately extinguish or retire its current liabilities. Generally, this ratio should be 1:1 or better, and the higher the ratio, the greater the University's liquidity. The University is showing a ratio of 7.61:1. This is indicating that the University has 7 times its ability to retire what it owes.

The net working capital ratio measures the University's ability to convert its assets into cash. The University has a positive working capital of \$9,255,871, which is indicating that the University is able to continue its operations and that it has sufficient funds to meet upcoming operational expenses.

The University's income, as can be seen from the pie chart, is primarily made up of government subvention of 47%, and tuition/fees of 44%. The ratio between the government subvention and tuition/fees paid by students, parents, and scholarships has been gradually narrowing over past years. Early in the University's history, this ratio was once 70:30. The income for the financial year ended 2009 is \$22,638,805.

The University's expenditures, as with many service oriented industries, is consumed with 57% going to Staff Costs, 21% to General & Administrative, 10% to Educational Services & Facilities, 9% to Utilities, and, 3% to Institutional Support. The expenditures for the financial year ended 2009 is \$21,052,279.

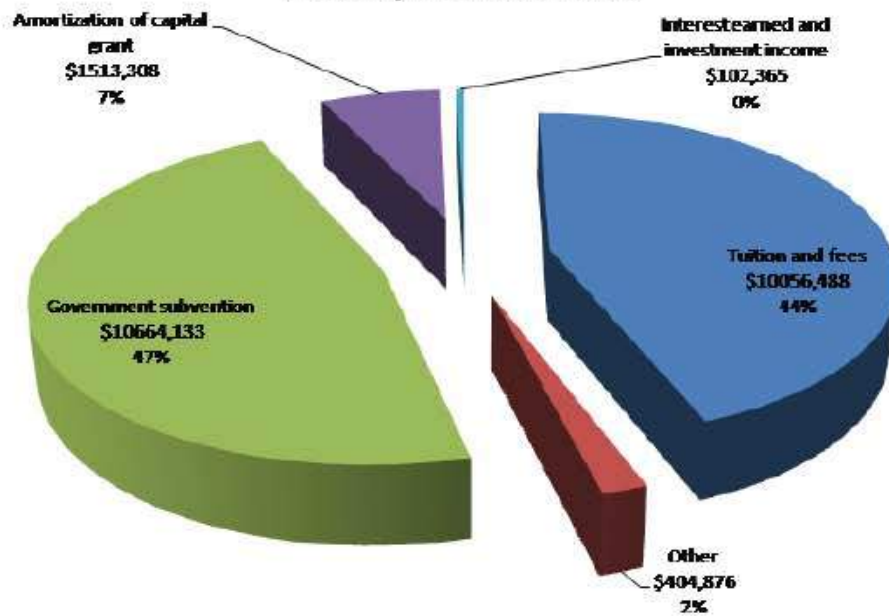
## THE UNIVERSITY HAS RECORDED THE FOLLOWING AUDITED FIGURES FOR 2009, 2008, AND 2007.

	2009	2008	2007
<b>Income</b>			
Tuition & Fees	\$10056,488	\$8514,893	\$6134,008
Other	404,876	1383,251	4923,646
Government Subvention	10664,133	8784,600	7860,000
Amortization of Capital Grant	1513,308	1513,308	877,062
Interest Earned & Invest. Inc.	102,365	152,028	50,774
	<b>\$22741,170</b>	<b>\$20348,080</b>	<b>\$19845,490</b>
<b>Expenditures</b>			
General & Administrative	\$4488,630	\$4427,284	\$12624,787
Staff Costs	11922,494	10739,159	
Educational Services & Facilities	2145,632	2085,162	3062,032
Utilities	1816,734	1466,661	
Institutional Support	678,789	622,502	2423,497
	<b>\$21052,279</b>	<b>\$19340,768</b>	<b>\$18110,316</b>
<b>Surplus</b>	<b>\$1688,891</b>	<b>\$1007,312</b>	<b>\$1735,174</b>
<b>Cash &amp; Bank</b>			
Cash & Cash Equivalents	\$5911,034	\$4823,019	\$6141,059
Less Bank Overdraft	763,763	1150,144	566,641
<b>Cash &amp; Cash Equivalents (Net)</b>	<b>\$5147,271</b>	<b>\$3672,875</b>	<b>\$5574,418</b>

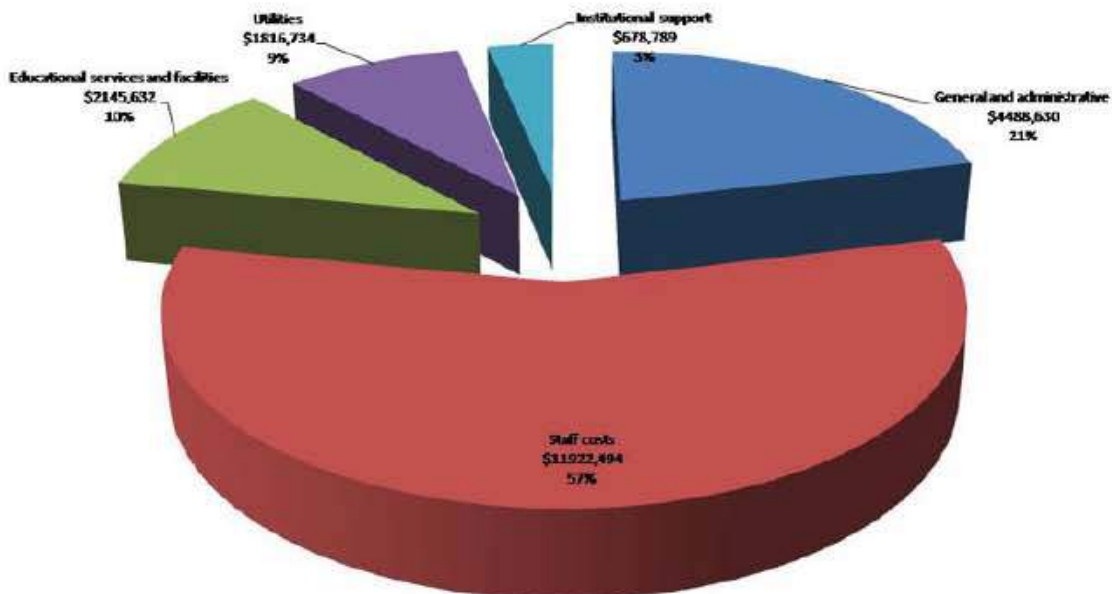
# OFFICE OF FINANCE AND BUDGET MANAGEMENT

2008-2009

## Income, FY Ended 2009



## Expenditures, FY Ended 2009



# University of Belize



Office of the President  
University of Belize  
Hummingbird Avenue, P.O. Box 340  
Belmopan, Belize

Tel: 822-3680, ext. 224  
Fax: 822-3930  
Email: [opi@ub.edu.bz](mailto:opi@ub.edu.bz)  
Internet: [http://www.ub.edu.bz/about\\_ub/annual\\_report.php](http://www.ub.edu.bz/about_ub/annual_report.php)

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