

University of Belize



2023-2024

ANNUAL REPORT



Table of Contents

Message From the President.....	03
Executive Summary.....	05
Institutional Snapshot.....	07
The Year in Action - RISE.....	12
Student Profile.....	29
Academic Programs & Faculties.....	33
Institutional Effectiveness.....	44
Research and Innovation.....	48
Institutes.....	56
Faculty and Staff Highlights.....	61
Financial Report.....	64
Student Life and Campus Engagement.....	71
Diversity, Equity, and Inclusion Initiatives.....	75
Community and Industry Partnerships.....	79
Challenges and Future Goals.....	82
Acknowledgments.....	86

Message from the President



As we present the University of Belize's 2023–2024 Annual Report, I am proud to share the significant progress we have made amid a rapidly evolving higher education landscape—both globally and regionally.

Universities worldwide are embracing technological innovation, international collaboration, and new approaches to address urgent challenges such as climate change and sustainable development. Here in Belize and the Caribbean, these trends guide our efforts to deliver education that is both relevant and transformative.

Looking ahead, the University of Belize will prioritize the internationalization of academic programs and sports. Our sports program, recognized as the premier academic and collegiate sports program in the country, serves as a strong and inspiring pathway for young athletes to access higher education and develop their potential. We plan to expand this program to engage more international participants and opportunities, helping it become even more popular and impactful.

We are adopting artificial intelligence to streamline administrative processes and improve service quality. At our Central Farm campus, we continue to lead in agricultural education and research, addressing climate

and disease challenges that impact Belize's vital farming sector. The sugar industry, a cornerstone of the national economy, faces serious threats from disease that reduce productivity.

UB remains committed to supporting this critical sector through research partnerships and applied solutions that aim to sustain and revitalize it. In the tourism sector, we are working closely with the Belize Tourism Board to address skills gaps through the development of short professional development courses. These initiatives are designed to meet industry needs and enhance the workforce's capacity.

Delivering quality education is very important to us. We invest significantly in faculty training to ensure our educators are equipped to prepare graduates for a complex and interconnected world. We are also addressing the urgent need to modernize aging infrastructure by pursuing partnerships to upgrade facilities that support academic excellence.

The Environmental Research Institute remains the nation's only institution collecting vital data on terrestrial and marine ecosystems. ERI is preparing to launch a data warehousing system that will enhance evidence-based decision-making and policy development, thereby strengthening UB's leadership in national capacity building.

Despite these achievements, challenges remain. The low participation of young men in higher education, economic pressures in agriculture and tourism, limited access to financing, and restricted entry to international markets all present ongoing hurdles. To address these, UB is actively developing sustainable financing models that balance institutional growth with equitable student access.

Through strategic partnerships and applied research focused on the Caribbean Community's 5Cs priorities—particularly climate change, clean energy, and sustainable development—UB addresses critical national challenges in renewable energy, the sugar industry, and environmental health. The launch of the Bachelor's degree in Environmental Health from our new Medical School exemplifies our commitment to preparing graduates who can make effective contributions to these priority areas.

Above all, we remain committed to expanding access and inclusion, particularly among underrepresented groups, ensuring that education continues to be a powerful engine for Belize's national development.

As such, we are charged with the energy to move forward into our 25th anniversary milestone year, where we will celebrate our achievements and continue to reflect on the path ahead. We will also continue to refine our approach to student-centered services and activities, ensuring that every student's experience is supported and enriched throughout their time at the University.

As we approach our 25th anniversary, we remain deeply committed to our mission of providing accessible, high-quality education that empowers individuals and strengthens our nation. Rooted in our dedication, we will continue to serve our students and community as we work together to build a brighter future for Belize.

I extend my heartfelt gratitude to our students, faculty, staff, partners, and the Belizean community. Together, we meet these challenges head-on, trusting that the power of education will shape a brighter, more resilient Belize for generations to come.

Warm regards,

Vincent Palacio, Ph.D

President, University of Belize

Executive Summary

The University of Belize achieved significant milestones during the 2023-2024 academic year, demonstrating substantial progress toward its UB RISE 2027 Strategic Plan objectives. The institution graduated 754+ students while maintaining exceptional professional outcomes and achieving a 45.68% strategic implementation completion rate across all operational areas.

Academic Excellence and Strategic Progress

Outstanding Student Outcomes

The University delivered exceptional academic results with 93-100% pass rates on professional licensing examinations, demonstrating superior curriculum quality and graduate preparedness. Research productivity flourished with 21+ peer-reviewed publications and successful acquisition of external funding through prestigious organizations, including the IAEA and Taiwan Technical Mission.

Strategic Implementation Success

Academic Support units led performance at 51.63% completion, followed by Academic units at 49.08%. Administrative units established foundational frameworks at 37.91% completion, positioning the institution for accelerated progress. Quality Assurance achieved university-wide leadership at 69.23%, followed by Library (65.63%) and RLC (61.36%).



UB in Numbers



69.23%

Quality Assurance achieved university-wide leadership



65.3%

Library



51.63%

academic support units performance



49.08%

academic units performance



93 - 100%

pass rates on professional licensing examinations



21+

peer-reviewed publications



61.3%

Regional Language Center's performance

Major Accomplishments

Program Development and National Responsiveness

Five transformative academic programs were successfully launched, achieving an 83% success rate in responsive program development. Key achievements include the UB School of Medicine, Criminal Justice programs, and the MPhil in Marine Science program, directly addressing Belize’s healthcare, security, and environmental protection priorities.

Innovation and Partnerships

Strategic innovation advanced through 50% average online course adoption and comprehensive student support initiatives. The institution cultivated 60+ active partnerships spanning healthcare, industry, research, and educational sectors, providing substantial resource leverage for sustainable development.

Financial Performance Highlights

REVENUE GROWTH EXCELLENCE



Total operating revenues reached **\$24.3 MILLION**, a remarkable **12.8%** increase from **\$21.6** million.

Tuition and fee income grew substantially to **\$13.0 million**

Other revenue streams more than doubled to **\$2.9 million**, showcasing successful diversification strategies



The 2023-2024 academic year positioned the University for continued advancement toward international accreditation and premier status. Strong academic leadership, exceptional financial performance, and robust partnerships provide a solid foundation for growth. While infrastructure development requires attention, establishing foundational systems and successful revenue diversification creates optimal conditions for achieving UB RISE 2027 objectives and institutional transformation goals. The University demonstrated excellence in program development, research, financial management, and strategic partnerships, establishing a clear trajectory toward becoming Belize’s premier internationally accredited institution dedicated to excellence in teaching, research, and service.



THE ENVIRONMENTAL RESEARCH INSTITUTE

secured **\$429,278** in grants and contributions, a **111%** increase

Active partnerships with UNEP, UNDP, TNC, and Boston University support diverse research and development initiatives.



Organizational Snapshot

Vision

The University of Belize aims to be **regionally accredited** and globally recognized as the premier, responsive, innovative, and sustainable degree-granting university that fosters **excellence in teaching, research, and service** that drives national development.

Mission

As the National University, the University of Belize commits to delivering **excellence in higher education, service, and research for national development** to its students and other stakeholders. With the highest level of qualified and experienced faculty and staff and current technology, the university provides access to the **most relevant** and **affordable human resource development programs** based on academic freedom, equity, and transparency.

Core Values

The University of Belize embraces core values as foundational principles that guide all institutional operations and interpretation, and implementation of the strategic plan “UB RISE 2027”. Our core values form the basis for the university-wide culture that promotes and sustains our four strategic pillars: Responsive, Innovative, Sustainable, and Excellence. Our Core Values are:

- Responsive to National Needs
- Student-Centered
- Innovation and Empowerment
- Sustainability and Future-Oriented
- Excellence and Merit
- Spirit of Inquiry and Academic Freedom
- Inclusion
- Diversity and Equitable Access
- Accountability and Transparency



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Core Values

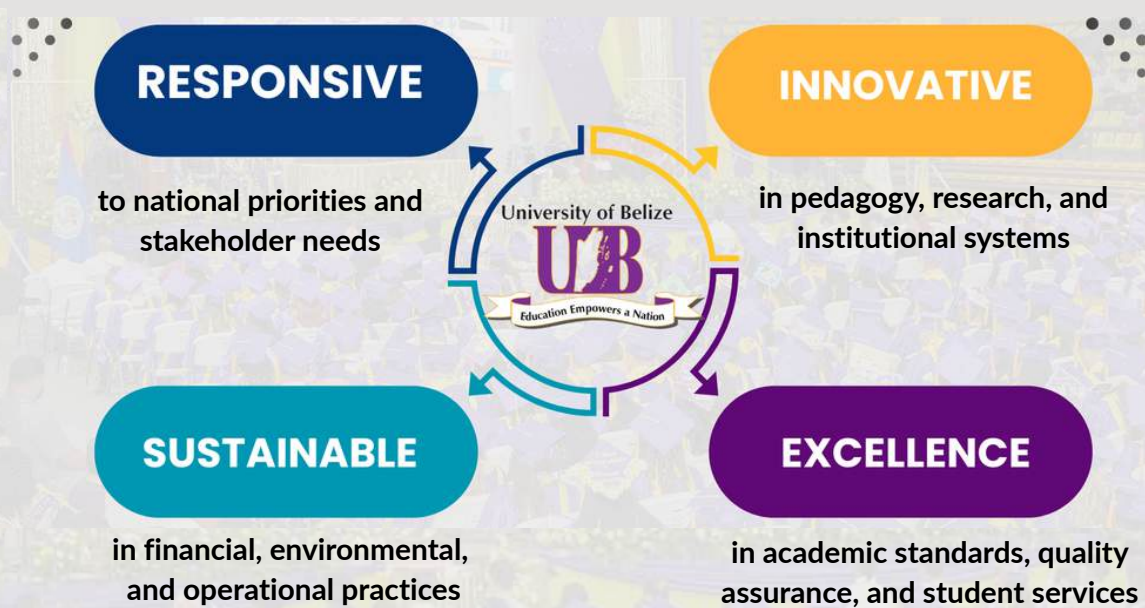
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- Accountability and Transparency

The University of Belize (UB) is the national, publicly funded tertiary education institution of Belize, committed to advancing the country's development through accessible, inclusive, and high-quality education, research, and service. Established in 2000 by the merger of five pre-existing institutions, UB plays a pivotal role in building the human capital of the nation while responding to the social, economic, and environmental needs of the Belizean people.

UB offers a broad range of undergraduate and graduate programs across disciplines such as Education, Business, Science and Technology, Health Sciences, Agriculture, the Environment, Engineering, and the Social Sciences, including its most recent School of Medicine. It operates across four campuses: Belmopan (main campus), Belize City, Punta Gorda, and Central Farm, with support for flexible learning modalities through its Office of Open and Distance Learning (ODL).

As of the 2023–2024 academic year, UB serves over 4,000 students and has conferred degrees and certificates to thousands of graduates contributing to Belize's workforce, public service, and private sector leadership. The institution prides itself on fostering innovation, national relevance, and student success. The University is guided by its Strategic Plan – UB RISE 2027, which is structured around four strategic pillars:



UB continues to strengthen its internal quality assurance systems, enhance research and graduate education, expand partnerships both locally and internationally, and build infrastructure and digital capabilities to support 21st-century learning and service delivery.

With its motto, "***Education Empowers a Nation***," the University of Belize remains steadfast in its mission to empower Belizeans through education, guided by values of integrity, equity, excellence, and national pride.

GOVERNANCE STRUCTURE: BOARD OF TRUSTEES



Mr. Godfrey Smith
Chairman



Major Lloyd A. Jones
Vice Chairman
(August - December 2023)



Dr. Luz Longworth
Vice Chairman
(May - July 2024)



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Private Sector for
Industry



Mr. Eccelston Irving
Private Sector for
Agriculture



Dr. Yvonne Palma
Ministry of Education
Representative



Ms. Darlene Vernon
Alumni Association



Ms. Jacqueline Welch
National Council of
Education



Mr. Valdemar Andrade
Non-Governmental
and Civil Society



Dr. Melissa Musa
Ministry of Health
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Dr. Victoriano Pascual
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Representative



Mr. Luis Luke Martinez
National Trade Union
Congress of Belize



Mr. Timothy Dami
Faculty Representative



Mr. Fermin Magaña
ATLIB Representative



Dr. Fred Shyu
Council of Churches
Representative



Dr. Vincent Palacio
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CORPORATE MANAGEMENT TEAM

AUGUST 2023 - DECEMBER 2023



Dr. Vincent Palacio
President and Chair



Dr. Sherlene Enriquez-Savery
Vice President



Mr. Ian Sangster
Director of Finance



Ms. Caryn Guerrero
Director of Human
Resources

JANUARY 2024 - JULY 2024



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President and Chair



Dr. Sherlene Enriquez-Savery
Vice President



Mr. Ian Sangster
Director of Finance



Ms. Caryn Guerrero
Director of Human
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Dr. Apolonio Aguilar
Dean of the Faculty of
Science and Technology



Dr. Lisa Johnson
Dean of the Faculty of
Health Sciences



Dr. Thisbe Usher
Dean of the Faculty of
Education & Arts



Dr. Bernard Watler
Dean of the Faculty of
Management & Social
Sciences



Ms. Denise Robinson
Secretary



Mrs. Rose Pineda
Registrar



Dr. Martin Cuellar
Dean of Student Affairs

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Secretary



Mrs. Rose Pineda
Registrar



Dr. Martin Cuellar
Dean of Student Affairs

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Dean

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Education Department Chair

Mrs. Feliciana Torres

Languages & Literature Department Chair

Dr. Randy Marfield

Graduate Program Chair

Mrs. Lisa Mae Ramirez

Internship Program Chair

Dr. Maxine McKay & Mrs. Nilda Muschamp

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Information & Technology, Physics, & Mathematics Chair

Mr. Steven Lewis

Chemistry & Biology Department Chair

Ms. Karen Bautista

Engineering Department Chair

Mr. Emeri Cayetano

Department of Agriculture Chair

Mr. Maximilliano Ortega

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Allied Health Chair

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FACULTY OF MANAGEMENT & SOCIAL SCIENCES

Dean

Dr. Watler Bernard

Chair

Sharett Yearwood

INSTITUTES

Environmental Research Institute, Director

Dr. Jake Snaddon

Institute of Banking and Finance, Coordinator

Mr. Derrick Connorquie

CENTERS

Regional Language Center, Interim Director

Mr. Lugie Cruz

Intercultural Indigenous Language Center

Coordinator, Mr. Delmer Tzib

DEPARTMENTS

Open and Distance Learning, Director

Dr. Freida Palma

Marketing & Communications, Director

Ms. Carissa Carrillo

Library, Director

Ms. Trevelee William

Physical Plant, Projects & Facilities

Mr. Francis Burns

Registrar

Mrs. Rose Pineda

Admissions, Coordinator

Ms. Saddith Torres

Student Affairs, Dean

Dr. Martin Cuellar

Human Resources, Director

Mrs. Caryn Guerrero

Finance, Director

Mr. Ss



2023

**UNIVERSITY OF
BELIZE**

Our Year in **ACTION**

Education Empowers a Nation

Advancing the RISE 2027 Strategic Plan

Through Academic Excellence and Collaboration

During the 2023–2024 academic year, the University of Belize strengthened its role as the nation’s leading institution of higher learning through initiatives aligned with the four pillars of RISE 2027 — Responsive, Innovative, Sustainable, and Excellence. Each faculty contributed meaningfully to the University’s mission of shaping Belize’s development through education, research, and outreach. These efforts reflect the collective pursuit of a more inclusive, innovative, and sustainable national university.

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Each faculty continues to demonstrate UB’s commitment to national development, creativity, and academic rigor.

A large, bold, blue capital letter 'R' is the first part of the RISE acronym. It is set against a background of a blurred image of students in a classroom.

Responsive
Enhancing
Collaboration,
Communication,
and Relevance

A large, bold, orange capital letter 'I' is the second part of the RISE acronym. It is set against a background of a blurred image of students in a classroom.

Innovative
Fostering
Creativity,
Technology,
and New
Learning
Models

A large, bold, teal capital letter 'S' is the third part of the RISE acronym. It is set against a background of a blurred image of students in a classroom.

Sustainable
Building
Resilient
Systems and
Partnerships

A large, bold, purple capital letter 'E' is the fourth part of the RISE acronym. It is set against a background of a blurred image of students in a classroom.

Excellence
Upholding
Quality,
Achievement,
and Continuous
Improvement

Pillar 1: Responsive

Enhancing Collaboration, Communication and Relevance.



Responsive leadership means listening to national needs — and acting decisively.

The Research Office made significant advancements to the University's research mission through initiatives aligned with the four pillars of the UB RISE 2027 Strategic Plan. Under the Responsive pillar, the Office strengthened UB's relevance to national priorities by completing the 6th State of the Nation Report, supporting the development of grant proposals in priority research areas, and expanding national and regional academic dialogue through multiple conferences. It also compiled faculty research publications and engaged consistently with doctoral students, further enhancing UB's responsiveness to scholarly needs and national development goals.

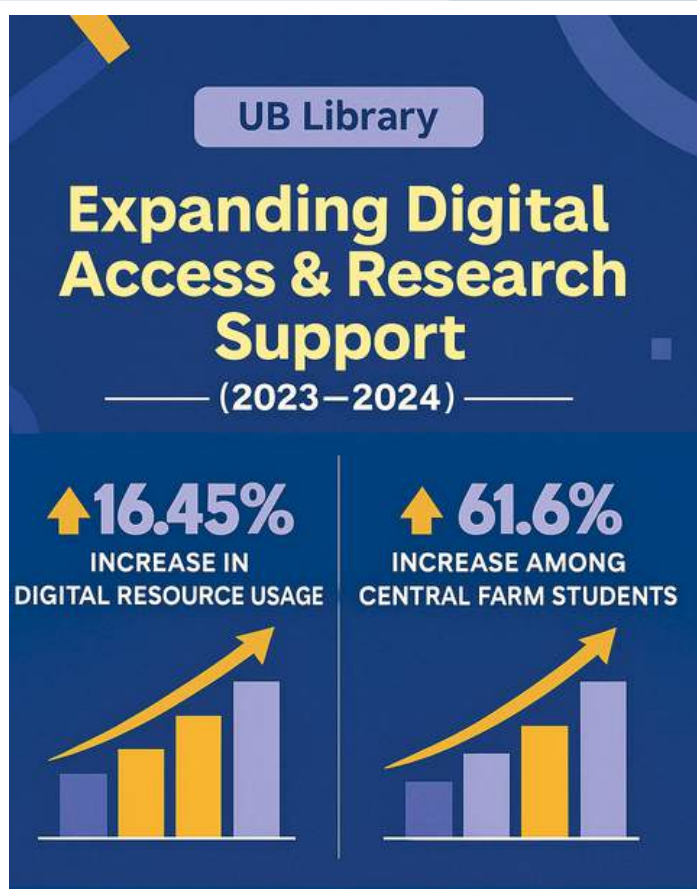
In parallel, the Open and Distance Learning (ODL) Department strengthened national development through a series of high-impact educational and professional training initiatives that addressed Belize's critical workforce needs. It conducted two specialized training sessions for the Ministry of Public Service and delivered two full cohorts of 250 participants each for the national Induction Course, reinforcing the professional competence of new public officers. Additionally, the Department launched the Developmental Physics Course for Pre-University Education, broadening STEAM-focused academic preparation to ensure that students were better equipped for tertiary studies in science and technology.

To support technological adoption and sustainability, ODL also hosted the SAGE Skills for a Green Economy Training Program, expanding national capacity in digital innovation and environmental stewardship. Further, the Department provided nationwide professional development in e-learning, sustainability practices, and the use of digital tools, enabling educators and public servants to adapt to evolving professional demands. Collectively, these initiatives strengthened public sector readiness, enhanced Belize's human capital development, and deepened academic preparation—demonstrating UB's commitment to national progress.

The Department of Public Safety advanced several initiatives aimed at improving campus safety systems and modernizing operational processes. These included collaborative work with the ICT Department on the development of an anonymous reporting app, upgrades to campus surveillance infrastructure, and planning for a new incident data entry system. While still in progress, these actions directly supported the University's goal of improving institutional responsiveness, enhancing reporting mechanisms, and ensuring timely responses to safety concerns. The Department also strengthened its coordination with national agencies—including the Fire Department, Police Department, Medical Services, Police K-9 Unit, NEMO, and the Social Security Board—as part of UB's Safety Day and ongoing community engagement. These partnerships reflect the RISE commitment to collaborative, cross-sector approaches that enhance both campus readiness and community relations.

Pillar 1: Responsive

Enhancing Collaboration, Communication and Relevance.



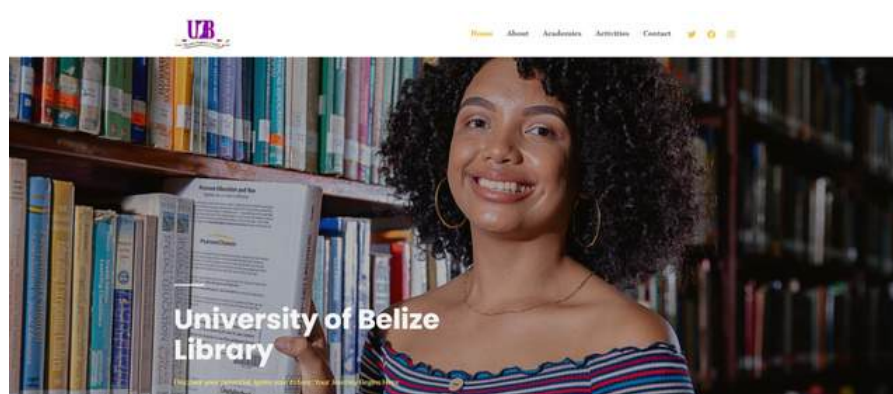
The Library Unit demonstrated strong responsiveness by expanding access to digital resources, strengthening research support, and meeting the emerging needs of UB's students and faculty. With the hiring of an E-Service Specialist, the Library significantly enhanced its digital services—resulting in a 16.45% increase in overall digital resource usage and a 61.6% increase among Central Farm students through targeted online bibliographic instruction.

The launch of the Library Webpage in July 2024 further positioned the Library as a modern academic hub. This new platform serves as an accessible gateway to research tools, databases, digital collections, tutorials, and instructional materials, ensuring that students can access high-quality information anytime and from anywhere.

In an era where technology continues to reshape how knowledge is created, accessed, and shared, UB's Library System proved vital to student success. By strengthening its digital infrastructure, expanding e-learning support, and integrating technology-driven services, the Library ensured that UB remained competitive and relevant in the digital age.

Additionally, Library staff continued to provide bibliographic instruction, one-on-one support, citation guidance, and research consultations, ensuring that students across all campuses—whether in-person or remote—received timely and meaningful academic assistance.

Collectively, these initiatives highlighted the Library's commitment to service excellence, technological adaptability, and student-centered engagement, reinforcing its essential role in UB's academic ecosystem and its readiness to support learning in a rapidly evolving digital world.



Pillar 1: Responsive

Enhancing Collaboration, Communication and Relevance.

The Registrar Department provided timely statistical reports to deans, administrators, students, and external bodies—including data for program reviews and national systems such as TEMIS. These outputs enhanced UB’s responsiveness to national planning, accreditation processes, and evidence-based decision-making. The Department conducted recruitment drives in Punta Gorda and implemented “application-on-the-go” sessions to increase accessibility to admissions services. The improved registrar presence in Belize City also strengthened UB’s responsiveness to students across all campuses. By consistently updating program specifications, transferring credits, and MOU-based articulation agreements with junior colleges, the Department ensured accurate, seamless academic progression for students responding to national workforce and educational needs.

The Department of Student Affairs expanded essential student support services and strengthened student engagement across all campuses. The Department revitalized intramural sports on the Belmopan and Punta Gorda campuses, reintroduced cafeteria services, and upgraded dormitory facilities to improve the student living experience. It also reinforced the University’s discipline system to ensure transparent, timely, and equitable processes. Following the disruptions of the pandemic, Student Affairs reinstated vital services, including career development activities, student volunteerism, and international student support, collectively fostering a more vibrant, inclusive, and welcoming campus environment.



Pillar 1: Responsive

Enhancing Collaboration, Communication and Relevance.

Across UB's academic faculties, notable contributions also strengthened the University's academic mission.

The Faculty of Science and Technology (FST) advanced its academic and research mission through several major initiatives. The faculty launched its Inaugural Interdepartmental Lecture Series, creating a new platform for sharing scientific research across disciplines, including presentations on the bioactivity of essential oils in agriculture and studies on student attitudes toward physics. FST also continued to lead UB's STEM engagement efforts, hosting its annual STEM Fair and supporting outreach activities with schools and national partners to promote innovation and scientific awareness. Through these initiatives, the faculty strengthened research visibility, expanded student learning opportunities, and reinforced its role in supporting Belize's growing science and technology sectors.



The Faculty of Management and Social Sciences (FMSS) launched new Associate and Bachelor Degrees in Criminal Justice and Criminology (ACJC and BCJC), addressing national workforce needs in the justice sector. FMSS also hosted the 13th Annual Research Conference and the 4th Gian Gandhi Lecture Series, advancing platforms for civic dialogue and academic dissemination.

The Faculty of Education and Arts (FEA) deepened regional partnerships through collaboration with Tlaxcala, Mexico, supporting reciprocal visits and professional exchanges that enhanced early childhood education.

Pillar 1: Responsive

Enhancing Collaboration, Communication and Relevance.

The Faculty of Health Sciences demonstrated UB's commitment to being responsive through a series of targeted academic and outreach initiatives. The faculty remained a leader in preparing competent health professionals through high-quality instruction, applied research, and strong partnerships with national agencies. Competency-based training and clinical placements ensured that students developed the practical skills necessary for frontline service in hospitals and community clinics nationwide. The faculty also expanded health education and outreach through STI awareness sessions, public lectures, and collaborative initiatives with ministries and NGOs to address emerging public health challenges. These efforts reinforced UB's commitment to evidence-based practice and community wellbeing. Through its academic programs, research engagement, and student-centered support, FHS played a vital role in developing a capable, compassionate, and adaptive health workforce for Belize.



Further advancing national cultural engagement, the Intercultural Indigenous Language Institute (IILI) demonstrated strong responsiveness by participating in national workshops on cultural heritage and expanding collaboration with Indigenous and cultural organizations across Belize. The Institute hosted key educational and cultural forums, including Garifuna Survival Day, Maya Day, and Indigenous Resistance Day, creating spaces for dialogue, visibility, and cultural preservation. It also responded to the national need for an inclusive multilingual framework by offering introductory courses in Indigenous languages and facilitating national workshops on language policy. Through these initiatives, IILI actively addressed evolving cultural priorities and supported the country's broader efforts toward linguistic and cultural inclusion.



Pillar 2: Innovative

Enhancing Collaboration, Communication and Relevance

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Innovative solutions
emerge when we
dare to try new
approaches.

Throughout the academic year, innovation served as a catalyst for program development and academic advancement across UB's faculties. In line with this momentum, FMSS strengthened its curricular offerings by introducing 25 new courses, including the Associate and Bachelor's Degrees in Criminal Justice and Criminology (ACJC and BCJC), directly targeting national workforce needs in the justice sector. Building on these innovative efforts, FMSS also enhanced academic dissemination and civic dialogue by hosting the 16th Annual Research Conference and the 4th Gian Gandhi Lecture Series, solidifying its position as a hub for scholarly engagement and national discourse.

The Faculty of Science and Technology (FST) introduced cutting-edge academic offerings, including the Pre-Med, Climate-Smart Agriculture, Power Systems Engineering, and the MPhil in Marine Science, thereby expanding Belize's capacity in marine conservation, health sciences, agriculture, and renewable energy.

The Department of Languages, Literature and History under the Faculty of Education and Arts also produced UB's first student-led video news series under the Writing & Reporting Across the Media course, blending media literacy, journalism practice, and digital communication skills. Equally innovative, FEA modernized the UB Writing Center by integrating hybrid academic support systems that expanded access to tutoring, strengthened students' communication skills, and enhanced their overall academic writing capacity. Together, these initiatives reflected FEA's forward-thinking approach, introducing new pathways for professional preparation while leveraging technology to improve student learning outcomes.

The Faculty of Health Sciences (FHS) achieved a historic national milestone with the establishment of the UB School of Medicine, transforming Belize's higher education landscape by expanding access to medical education and strengthening the national health sector's capacity.

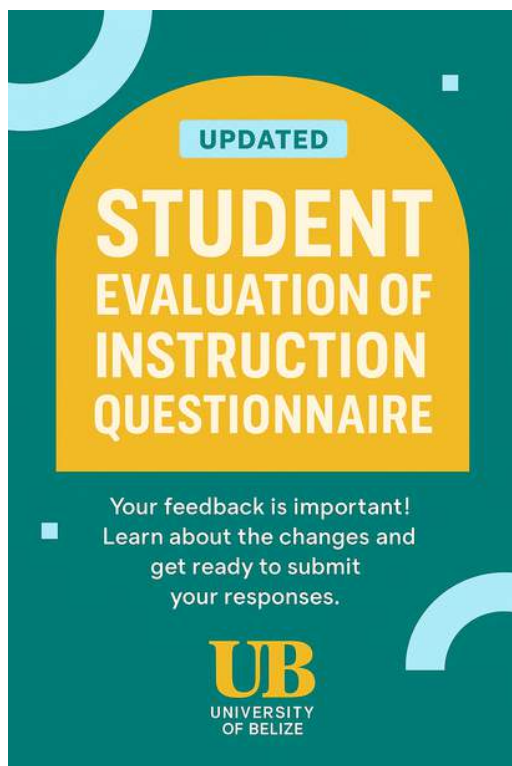
Student Affairs also drove significant progress in student development through targeted innovative initiatives. The Department modernized student support systems by implementing a digital platform to manage access to the Recreation Center and by introducing enhanced training programs for Orientation Group Leaders and Resident Assistants, ensuring that student leadership remains current and well-equipped. Additionally, the Department partnered with the Office of the Registrar to modernize clearance and graduation communication, making these processes more user-friendly and accessible for students across all campuses.



Pillar 2: Innovative

Fostering Creativity, Technology, and New Learning Models

During the 2023–2024 academic year, the Records and Admissions Department advanced the University’s innovatively by modernizing core academic systems and streamlining digital processes that support the student lifecycle.



A major achievement was the successful transition from Xen Release 2 to Xen Release 3, accompanied by comprehensive training sessions for faculty, deans, chairs, and administrative staff. This upgrade significantly improved customization options, enhanced reporting functions, and strengthened the accuracy and reliability of student records, resulting in more efficient academic operations.

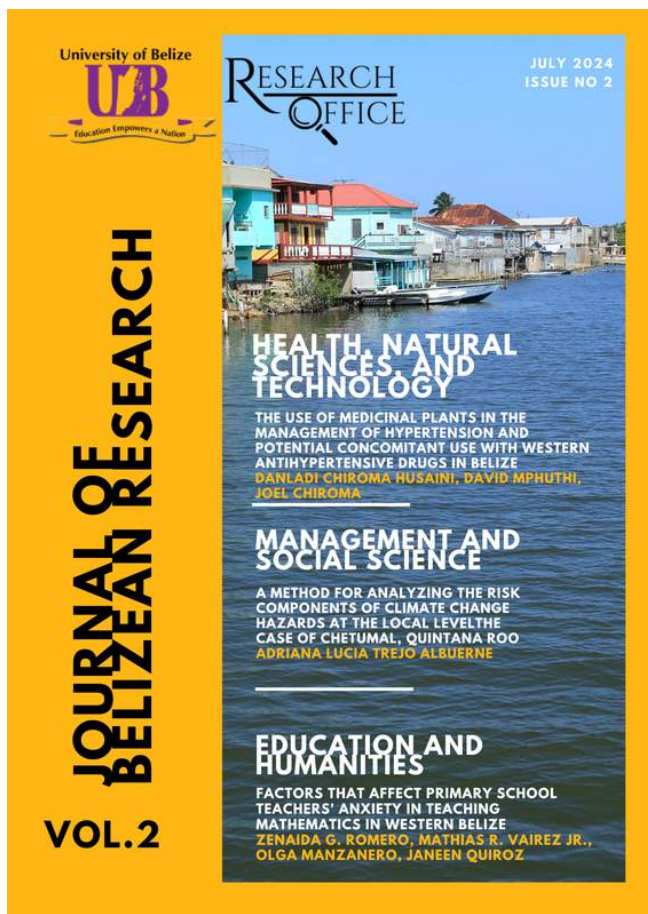
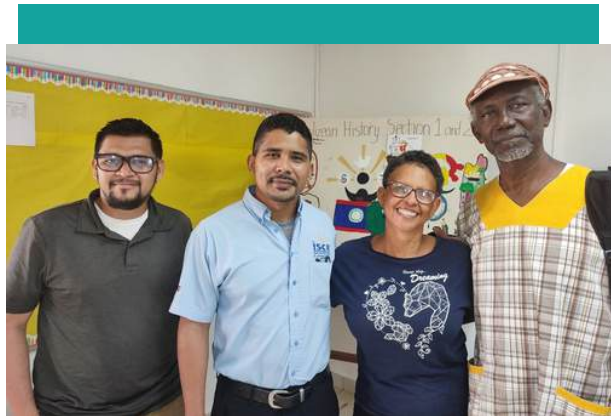
The Department further expanded its digital transformation through targeted enhancements to academic processes, including updated Student Evaluation of Instruction (SEI) questionnaires, the implementation of an automated grade-release block for incomplete SEIs, customized transcript features that better capture transfer credits, and improved data transfer mechanisms between Xen and Moodle.

These advancements collectively increased operational efficiency, improved data integrity, and promoted stronger student accountability. Additionally, foundational work began on the University’s first Digital Academic Catalog, a forward-looking initiative that will streamline access to academic program information and support a more user-friendly, technology-enabled experience for students and faculty in the coming academic year.

Pillar 2: Innovative

Fostering Creativity, Technology, and New Learning Models

The Intercultural Indigenous Language Institute (ILLI) contributed to innovative teaching and cultural scholarship by conducting workshops in intercultural education that fostered new approaches to pedagogy grounded in indigenous worldviews. The Institute developed a manual for the Indigenous Mentorship Program, creating a novel model for cultural continuity and student support. Its presentations at national and international conferences introduced fresh perspectives on Indigenous research, language revitalization, and culturally rooted innovation within higher education.



The institution also saw significant advancements in its research systems. The University introduced modern digital research tools and knowledge-generation platforms, including the rollout of online IRB/IRFA submission portals that improved efficiency and accessibility for researchers. The publication of two issues of the Journal of Belizean Research and the successful delivery of virtual workshops on research integrity, grant writing, and research capacity enhancement further strengthened UB's research ecosystem.

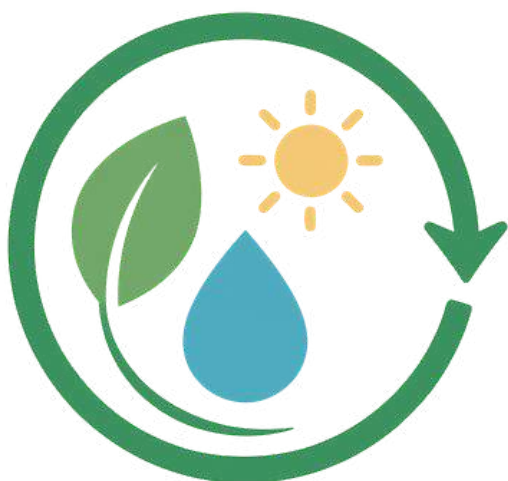
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Pillar 3: Sustainable

Building Resilient Systems and Partnerships

During the 2023–2024 academic year, the University of Belize Environmental Research Institute (UB-ERI) strengthened the University's institutional capacity by expanding partnerships, enhancing resource sustainability, and advancing long-term development and resilience across Belize's environmental research landscape. Through international collaborations with CATIE in Costa Rica, the Smithsonian Environmental Research Center, Boston University, and the University of Toronto, UB-ERI broadened UB's scientific networks, technical expertise, and research infrastructure—laying a more robust foundation for sustained institutional growth.

The landmark Climate Crossroads project, funded by the Swiss Re Foundation, directly supported national priorities in climate resilience, ecosystem sustainability, and community-driven adaptation planning. In parallel, UB-ERI's engagement in cross-border scientific exchanges and regional knowledge-sharing initiatives ensured long-term environmental stewardship and strengthened Belize's research capacity.



Collectively, these achievements embodied sustainability by growing institutional strength, deepening collaboration, and preparing UB to meet future environmental and development challenges with resilience and purpose.



Pillar 3: Sustainable

Building Resilient Systems and Partnerships

Supporting long-term development, cultural preservation, and institutional strengthening, the Intercultural Indigenous Language Institute contributed to the safeguarding of indigenous knowledge systems, thereby promoting cultural sustainability. The networking activities strengthened institutional partnerships that will support ongoing program development and visibility in the years ahead.

The Faculty of Science and Technology, through its Agriculture Department, promoted sustainable farming practices during the Central Farm Open Day, which engaged over ten schools. The department also hosted an Earth Day outreach event and an Environmental Research Symposium, reinforcing environmental stewardship among students and the broader community.

The Faculty of Health Sciences achieved a 100% pass rate for the Certificate in Practical Nursing (CPRN) and a 93% pass rate for the Regional Examination for Nurse Registration (RENr). Through these major activities, FHS reinforced its role in supporting long-term health resilience and contributing to the sustainable development of Belize's health sector.

The Faculty of Health Sciences demonstrated UB's commitment to being sustainable by strengthening long-term health workforce development and expanding initiatives that support Belize's public health system. The faculty sustained critical programs in nursing, medical laboratory technology, public health, and allied health, ensuring a continuous pipeline of well-trained professionals prepared to serve communities nationwide.



Pillar 3: Sustainable

Building Resilient Systems and Partnerships

The Faculty of Education and Arts reopened the Early Childhood Stimulation Center, revitalizing teaching and research in early childhood education, and completed program reviews for both the Bachelor's in Primary Education and History.



The Faculty of Management and Social Sciences secured articulation agreements with several junior colleges, including St. John's, Muffles, and Corozal, ensuring academic continuity and efficiency. Cross-faculty internships strengthened UB's partnerships with national and regional institutions such as the Central Bank of Belize, DFC, OIRSA, and BTIA.



“

Sustainability at UB
means creating systems
that empower, endure,
and evolve.

Pillar 4: Excellence

Upholding Quality, Achievement, and Continuous Improvement

“

Excellence is not an act but
—a culture — one built
daily through effort
and integrity.

RISE

Throughout the 2023–2024 academic year, the University of Belize strengthened its culture of excellence by elevating its academic reputation and expanding its regional and international visibility. UB participated in several prestigious global conferences—including the World Biodiversity Forum in Davos, the International Bird Observatory Conference in Veracruz, the Healthy Reefs meeting in Honduras, and the NABC certification workshop in Guatemala—which showcased the University’s scholarly achievements on international platforms.



The ODL Department expanded UB’s institutional capacity and global engagement by formalizing key partnerships and strengthening operational systems. The Department has signed MOUs and contracts with RET International and the Ministry of Finance and Economic Development (MFEDI), establishing long-term collaborative frameworks that enhance program delivery, training, and sector-wide development. Additionally, ODL has strengthened its partnerships with the Commonwealth of Learning, SAGE, COBEC, and the University of Valladolid, deepening international cooperation and knowledge exchange.



Pillar 4: Excellence

Upholding Quality, Achievement, and Continuous Improvement

UB also gained global distinction through the Swiss Re Foundation award, one of only five granted worldwide, positioning the University among leading institutions in biodiversity and ecosystem research. International publications, high-level presentations, and faculty certification roles have further enhanced UB's academic stature, demonstrating research distinction and solidifying UB's leadership in the global scientific community. Collectively, these accomplishments raised UB's profile and reinforced its commitment to the Excellence pillar—highlighting a year defined by outstanding scholarship, innovation, and global engagement.

The Research Office promoted high-quality research, academic rigour, and scholarly achievement across the University. Throughout the year, faculty became more actively engaged in presenting their work, partnerships with regional and international institutions expanded, and academic staff earned greater recognition for their publications. The Academic Staff Research Series and collaborations with ISCR-NICH, COBEC, and several universities further elevated UB's scholarly presence.

Internally, the Department streamlined its business processes through ongoing ODL policy development, improving efficiency, clarity, and service quality across units. These advancements, combined with expanded global partnerships, enhanced the University's visibility and positioned UB to secure greater external resources and collaborative opportunities. Collectively, these activities established sustainable structures and institutional resilience, which will support future growth and innovation.

The Records and Admissions Department exemplified the University's commitment to excellence by strengthening the accuracy, credibility, and overall integrity of UB's academic records. The Department elevated academic quality by customizing transcripts to clearly incorporate transfer credits and refining internal verification processes, ensuring that student records are both transparent and trustworthy. Excellence was further demonstrated in the Department's effective coordination of campus-wide training during the transition to Xen Release 3. Through meticulous planning and professional execution, the team ensured that faculty, deans, chairs, and support staff were fully prepared to navigate the upgraded system, resulting in minimal disruption to academic services. Additionally, the Department played a central role in maintaining institutional quality assurance by providing accurate statistical data for program reviews, updating program specifications, and supporting the development and alignment of academic policies. Together, these efforts strengthened the University's academic standards and reinforced a culture of precision, reliability, and continuous improvement.



Pillar 4: Excellence

Upholding Quality, Achievement, and Continuous Improvement

The Student Affairs Department led initiatives that elevated leadership, wellness, and student development. Student Affairs oversaw free health screenings, vaccination drives, mental health counseling, and wellness fairs that supported the holistic well-being of students and staff. The department also ensured the democratic election and mentorship of Student Governments on all campuses, strengthening student leadership structures and empowering students to actively contribute to university life. The successful participation of UB teams in national and regional sporting events—including national football championships and the return to the Central American University Games after a decade—reflected UB's commitment to cultivating disciplined, confident, and well-rounded graduates.



Showcasing leadership, academic distinction, and high-quality scholarship through participation in national workshops and conference presentations, the Institute of Indigenous Languages and Cultures elevated UB's presence as a national leader in indigenous scholarship. The educational forums have positioned the University as a hub for cultural discourse and scholarly excellence. These achievements have demonstrated UB's commitment to promoting diversity, academic rigor, and cultural leadership.



Pillar 4: Excellence

Upholding Quality, Achievement, and Continuous Improvement

The Faculty of Science and Technology (FST) achieved 77.4% completion of its Annual Implementation Plan, while the Faculty of Management and Social Sciences (FMSS) achieved 71%, graduating 341 students. Student excellence continued to shine across disciplines – from engineering students winning the Macaroni Structural Competition to pharmacy students recognized through the Afzal Abdool Pharmacy Awards.



The Faculty of Health Sciences demonstrated excellence by completing external program reviews for the Certificate in Practical Nursing (CPRN) and advancing comprehensive self-studies for the BMLS and BPHA programs, ensuring alignment with rigorous academic and professional standards. Similarly, the Faculty of Education and Arts (FEA) upheld this commitment to quality by completing program reviews for the Bachelor of Primary Education (BPPE) and Bachelor of History (BHIS), integrating key recommendations to strengthen curricula and enhance student learning. Collectively, these quality assurance efforts embodied UB's pursuit of excellence throughout the 2023–2024 reporting period, reinforcing a strong foundation for continued academic improvement and future accreditation milestones.





STUDENT PROFILE

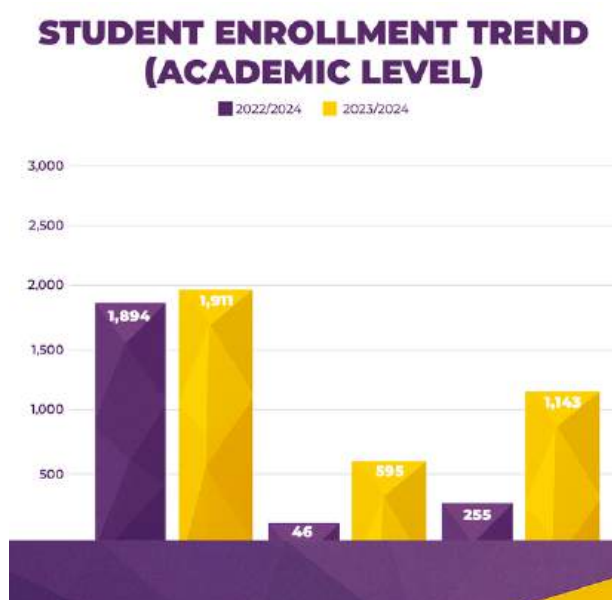


The 2023–2024 academic cycle reflected a period of strategic recovery and recalibrated growth for the University of Belize. Total enrollment reached 4,536 students, positioning UB on a renewed upward trajectory following earlier national disruptions in education access, economic stability, and student mobility. A closer analysis of academic-level, demographic, and campus distribution trends reveals several important insights.

Associate-level enrollment surged to 2,278 students, and it emerged as the primary engine behind UB’s overall enrollment recovery. This growth indicated an increased demand for shorter, workforce-aligned credentials among postsecondary learners. Additionally, there was a noticeable shift in student preference toward more cost-efficient academic entry points, likely influenced by household economic pressures. These patterns underscored the importance of Associate programs as strategic pathways feeding into UB’s bachelor’s degree population. Consequently, this trend reinforced the need for continued investment in two-year programs and in articulation agreements that ensured seamless degree progression.



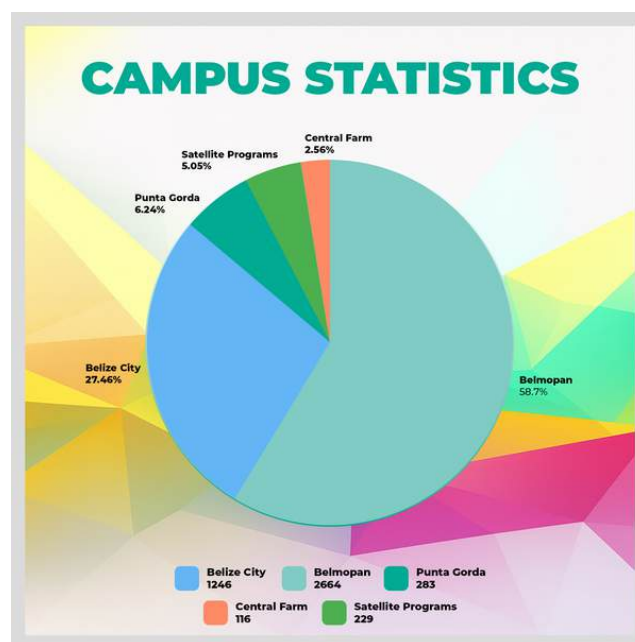
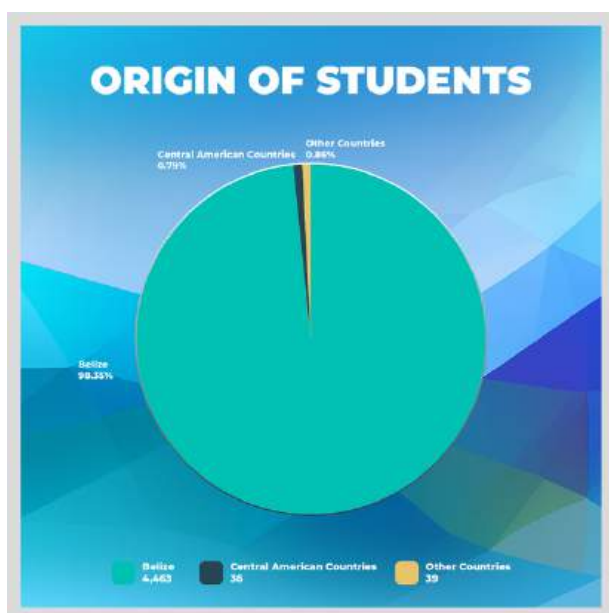
Bachelor’s degree enrollment remained steady at 1,995 students, reflecting consistent demand despite shifts in the national education landscape. This stability suggested that students continued to value bachelor’s degree programs aligned with employment opportunities in government, business, and emerging sectors. Furthermore, UB’s curriculum revisions, strengthened academic advising, and targeted marketing efforts contributed to a more stable undergraduate population. As a result, the University identified opportunities to diversify bachelor-level offerings in STEM, digital skills, social innovation, and other high-demand areas.



Graduate enrollment held at 265 students, demonstrating the University’s ongoing relevance in providing advanced training for professional and public-sector leadership. This steady participation indicated a continued interest in postgraduate education, especially in areas tied to national development needs. Moreover, the trend suggested that UB had significant potential to grow its graduate portfolio. Consequently, the University recognized opportunities to expand flexible, hybrid, and executive-style programs to meet rising workforce demands for research, leadership, and specialized expertise.

Campus Distribution and National Reach

UB remained the institution of choice for Belizean learners, with 4,463 Belizean students enrolled during the 2023–2024 academic year—representing the overwhelming majority of the University’s total enrollment of 4,536 students. This strong national presence underscores UB’s mandate as the country’s national university and reflects its accessibility, relevance, and appeal to students from every district across Belize. In addition, the presence of students from Central America (36) and other international regions (39) demonstrated the early potential for deeper regional engagement. Therefore, UB saw opportunities to expand its international recruitment strategy, particularly through programs with strong appeal in agriculture, natural resources, health sciences, and marine studies.



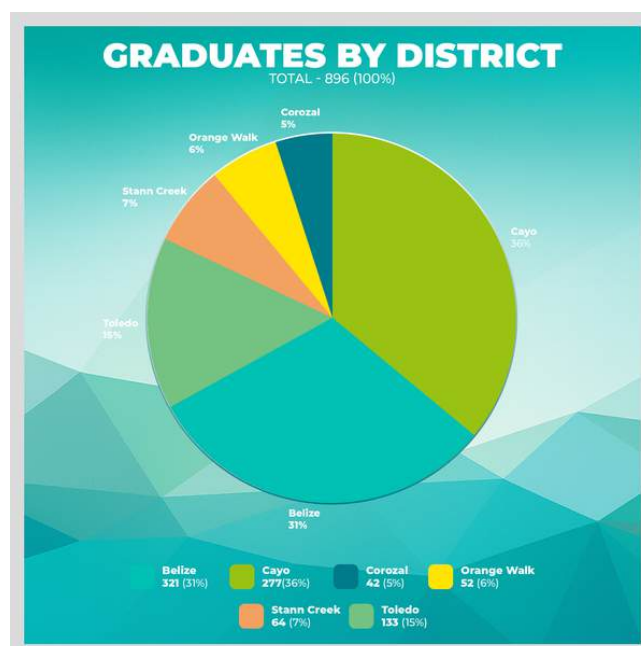
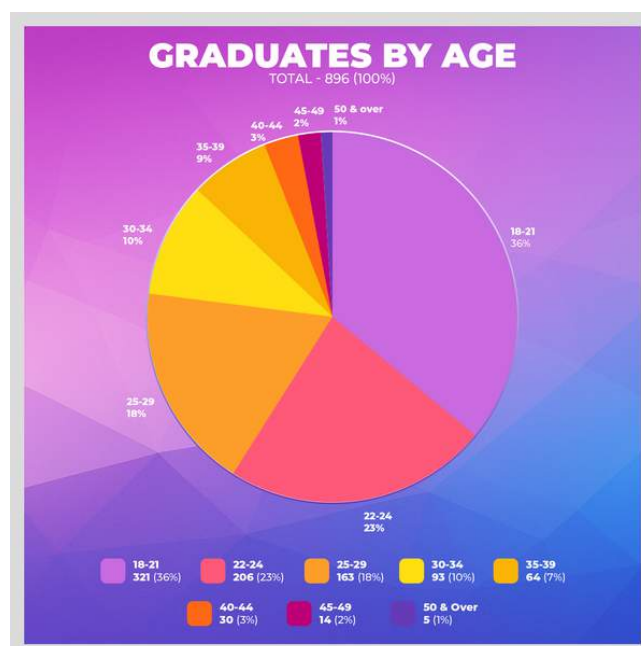
Enrollment patterns across faculties aligned with national workforce needs. FMSS and FST attracted the largest number of students, reinforcing the growing relevance of programs in business, technology, and applied sciences. At the same time, strong participation in Education & Arts and Health Sciences demonstrated continued national demand for teachers, health professionals, and community service providers. These patterns collectively indicated that UB’s academic offerings remained well-positioned to support Belize’s economic and social development. As a result, the University emphasized the importance of data-driven program planning and continued curriculum modernization.



Faculty Participation Reflecting Workforce Trends

The age distribution of graduates revealed meaningful patterns about the University's learner population. Individuals aged 18–21 comprised the largest group, representing 36% of all graduates. This predominance indicated that UB continued to serve as the primary destination immediately after secondary education for most Belizean youth. Additionally, learners aged 22–24 accounted for 23% of graduates, reinforcing UB's role as a bridge into early-career readiness. Meanwhile, graduates in the 25–29 age group (18%) reflected a significant segment of adult learners returning to formal education, often balancing work and family responsibilities. Smaller but important cohorts aged 30 and above—including those in the 30–34 (10%), 35–39 (7%), 40–44 (3%), 45–49 (2%), and 50+ (1%) categories—demonstrated UB's continuing appeal to mid-career and later-career professionals seeking advancement, retraining, or personal growth. Collectively, these age trends highlighted UB's success in serving a multi-generational academic community, while also illustrating the need for expanded flexible learning options tailored to working adults and mature learners.

The geographic distribution of graduates showed UB's broad national impact across all six districts. Belize District recorded the highest share of graduates at 31%, reaffirming the Belize City Campus's role as a major access point for urban and peri-urban students. In contrast, Cayo District accounted for the largest portion overall at 36%, reflecting the concentration of students studying at the Belmopan Campus. This pattern suggested that the capital city remains a central hub for academic progression and degree completion. Corozal (5%) and Orange Walk (6%) represented steady northern participation, while Stann Creek (7%) and Toledo (15%) highlighted



stronger engagement from southern districts. Toledo's relatively high share emphasized the importance of UB's extended reach and the value of programs that meet the needs of rural and indigenous communities. Taken together, the distribution of graduates by district demonstrated UB's success in fulfilling its mandate as the national university—providing opportunities for degree completion to students from all regions, while also signaling where future recruitment, outreach, and support strategies may be strengthened.



ACADEMIC PROGRAMS AND FACULTIES



DELIVERING EXCELLENCE

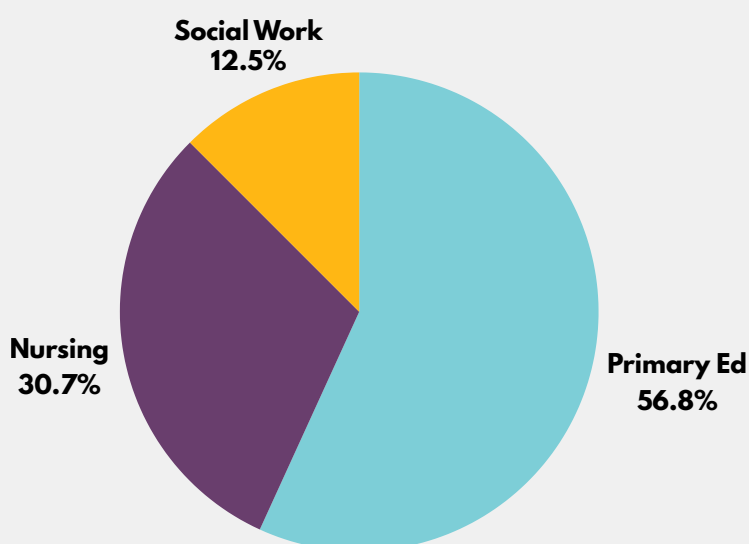
IN HIGHER EDUCATION, SERVICE, AND RESEARCH FOR NATIONAL DEVELOPMENT.

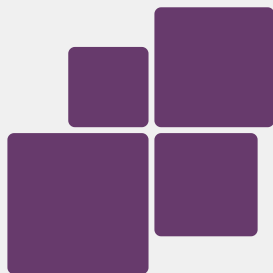
UB's academic programs for 2023–2024 reflected a balanced approach to preserving core disciplines while introducing innovative, forward-thinking programs that aligned with Belize's development priorities. These priorities included poverty reduction, economic transformation, environmental protection, natural resource management, good governance, anti-corruption, and addressing trade deficits by equipping graduates with the skills to build a more resilient and locally rooted economy. The University of Belize remained a vital partner in advancing the Government's strategic priorities.

Through its academic offerings, research institutes, and public engagement, the University drove positive change in poverty alleviation, economic growth, environmental sustainability, public security, and governance. These contributions were not merely theoretical; they were reflected in tangible outcomes. UB played a central role in supporting these priorities through its academic programs, institutional initiatives, and research efforts. The University of Belize contributed to poverty reduction by offering accessible and affordable tertiary education to Belizeans nationwide. Its tuition structure was subsidized by the government, making higher education more attainable for students from low-income households. In addition, UB offered a variety of scholarships, bursaries, and financial aid programs that helped ease the financial burden on students and their families. The University's consistently high graduation rates demonstrate its effectiveness in delivering on its mission. These figures indicated the University's commitment to producing qualified, capable, and socially responsible graduates who were ready to contribute to national development.

Continued investment in UB ensured that it remained responsive to national needs and was well-positioned to help shape a more equitable, prosperous, and sustainable Belize.

2023 - 2024 Graduating Class



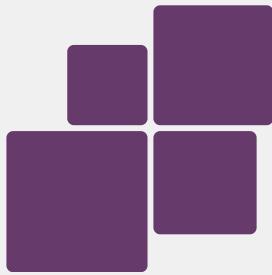


FACULTY OF MANAGEMENT AND SOCIAL SCIENCES

2023

Under the leadership of Dean Dr. Bernard Watler, the Faculty of Management and Social Sciences (FMSS) continued to fulfill its mission of delivering innovative business and social science education that advances Belize's economic and social development. Guided by the UB RISE 2027 Strategic Plan, FMSS achieved significant progress in program expansion, research productivity, and experiential learning across its core units. Six students completed their MBA in April 2024, marking the continued success of UB's flagship graduate program and its growing contribution to revenue generation and leadership development. The introduction of 25 new courses expanded the faculty's total offerings to 91 online and 32 face-to-face courses, enhancing flexibility and access for diverse learners across Belize. Ease of access was further improved as the faculty concluded program reviews and articulation agreements with multiple junior colleges (SPJC, MJC, CJC, IJC, SCEJC, and JPPI) to strengthen academic pathways and ensure seamless matriculation into FMSS programs.





FACULTY OF MANAGEMENT AND SOCIAL SCIENCES

2023 Student Achievements and Success

FFMSS maintained its tradition of merging classroom theory with real-world practice through signature student-driven events and partnerships. It hosted the 16th Annual Marketing Expo in November 2023, featuring 173 students and 25 booths, where students developed, marketed, and sold innovative products and services ranging from eco-friendly goods to tourism enterprises.

2023 saw even greater alignment with Belize's vision for economic transformation. By equipping students with the knowledge and skills needed in a modern economy, graduates were prepared to lead and innovate in both the private and public sectors. FMSS continued to support the goal of citizen security by offering programs that train professionals in law enforcement, justice, and social services. Its new Criminal Justice and Social Work programs prepared graduates to work within the judicial and corrections systems, as well as in community safety and rehabilitation services. These programs contribute to Belize's national development in several key ways that closely align with national priorities, such as citizen security, good governance, and social stability.

FMSS students excelled academically and in leadership roles, embodying the values of service and professionalism. A total of 341 degrees were conferred across programs during the academic year. Students completed internships in over 25 national organizations, including the DFC, Central Bank of Belize, Social Security Board, Ministry of Economic Development, and Belize Tourism Industry Association, applying their academic knowledge to real-world challenges.



**341 DEGREES
CONFERRED**



**INTERNSHIPS IN 25+
NATIONAL
ORGANIZATIONS**



Partners:
DFC, Central Bank of Belize, Social
Security Board, Ministry of Economic
Development, BTIA

STUDENT HIGHLIGHTS



DAVID COH
BUSINESS SCIENCE

Recognized for community
volunteerism and leadership in youth
development.



SASHA BROWN
BBA - MANAGEMENT

Honored for her research on
mental health stigmatization in the
workplace and balancing professional,
academic, and family responsibilities.



ERNESTO ESCOBAR
MARKETING

Produced the Relathon 2024 livestream
and represented Belize in international



FACULTY OF SCIENCE & TECHNOLOGY

2023

With the vision of Dean Dr. Apolonio Aguilar, the FST demonstrated remarkable progress in advancing innovation, sustainability, and excellence in STEM education and research at the University of Belize. Through its four departments—Agriculture, Engineering, Mathematics, Physics & Information Technology (MPIT), and Science. FST continued to offer programs in Information Technology, Mathematics, Engineering, and Agricultural Science, all of which are vital to creating a technologically advanced and diversified economy.

The MPhil in Marine Science Program was launched in January 2024, marking a significant step in developing advanced-level researchers, scientists, and policymakers equipped to address Belize's marine and coastal challenges. This program is particularly crucial to the country's Blue Economy, where fisheries, tourism, and marine conservation remain major economic drivers.

Additionally, the Pre-Med program, launched in 2023 with an initial cohort of 33 students, created a pathway for preparing future medical professionals. By building a pipeline of students ready for medical training, this program supported efforts to address the national shortage of healthcare workers and strengthen public health outcomes.



STUDENT HIGHLIGHT



DIJONAY YOUNG

A dedicated researcher in the Bachelor in Chemistry BCHM program, with a GPA of 3.56. She dedicated countless hours to independent research and presented her research internationally at the annual Belize-Mexico Binational Seminar at UQROO.



HERALD USHER

Associate in Climate Smart Agriculture (ACSA). Herald has been a male resident advisor for CF for two years. Very active on campus, organizing events for students. He was involved in enhancing the central farm campus of UB. He has assisted students with several issues, including helping one student obtain counseling. He spearheaded the foot ball club.



FACULTY OF SCIENCE & TECHNOLOGY

2023

The Engineering Department initiated the development of the Bachelor of Science in Power Systems, with a focus on renewable energy and microgrid design. The MPIT Department completed the Self-Study Report for the IT Program, enhanced recruitment strategies, and began planning cybersecurity and AI-based course tracks. These initiatives directly responded to Belize's development priorities in agriculture, energy, health, and digital transformation.

The FST also advanced academic development by drafting a program sequence for a proposed Bachelor's Degree in Climate Smart Agriculture and designing an agribusiness incubator course to support agricultural innovation. Its participation in women's and youth empowerment initiatives—delivered in partnership with the Taiwan Technical Mission—further strengthened community engagement and capacity-building efforts. Through its Environmental Science, Marine Biology, and Natural Resource Management programs, the University continued to prepare students to address pressing national issues such as climate change, deforestation, and biodiversity loss. These programs emphasized hands-on fieldwork and applied conservation science, equipping graduates with the skills needed to monitor ecosystems and implement sustainable resource management strategies.



FACULTY OF SCIENCE & TECHNOLOGY

2023

Engineering students earned first, second, and fourth place at the International Macaroni Structural Competition in Chetumal. The UB Robotics Challenge, co-hosted by MPIT and Engineering, introduced Belize's first interdepartmental robotics event, blending software and hardware design. The 8th Math Symposium and Hour of Code reached hundreds of secondary and tertiary students, promoting STEM literacy across the nation. Agriculture students completed internships at Valley of Peace Farms, OIRSA, and Hot Mamas, while the UB Central Farm Open Day connected over 10 schools with sustainable agriculture practices. Science students participated in the Science Open Day, Earth Day outreach, and the Environmental Research Symposium, fostering hands-on learning through real-world applications.



The UB Robotics Challenge, co-hosted by MPIT and Engineering, introduced Belize's first interdepartmental robotics event, blending software and hardware design.



Agriculture students completed internships at Valley of Peace Farms, OIRSA, and Hot Mamas, while the UB Central Farm Open Day connected over 10 schools with sustainable agriculture practices.





FACULTY OF HEALTH SCIENCES

2023

The Faculty of Health Sciences (FHS), led by Dean Dr. Lisa Johnson, continued to uphold its mission of developing competent, compassionate health professionals grounded in leadership, human rights, and multidisciplinary excellence. The faculty encompasses four major programs – Allied Health, Nursing, Pharmacy, and Social Work – all of which played critical roles in advancing the University of Belize's commitment to national health, social development, and workforce readiness. The 2023–2024 period marked significant strides in program quality, research output, and community engagement, despite ongoing challenges related to staffing and infrastructure.

Academic Quality and Program Development External reviews were completed for the Certificate in Practical Nursing (CPRN) program, with a 100% licensing pass rate. The Bachelor of Medical Laboratory Science (BMLS) and Bachelor of Pharmacy (BPHA) self-studies were finalized, with external reviews pending completion. Preparations for the Bachelor of Science in Nursing (BSN) program review were initiated, aligned with the revised program review manual.

The UB School of Medicine (UBSoM) was officially launched and separated administratively from FHS – a major institutional milestone in advancing Belize's medical education framework. FHS maintained delivery of comprehensive health programs despite limited staffing and infrastructural constraints. A new nursing lecturer, Ms. Sharrie Gordon, joined the team, which strengthened instructional capacity. The Faculty Lounge at the Faculty of Education and Arts (FEA) was upgraded, marking the beginning of a similar space development at the Belmopan campus to support faculty welfare and collaboration.



FACULTY OF HEALTH SCIENCES

2023

“Our students don’t just aim for success; they set the standard for excellence.”

Faculty of Health Sciences

Students demonstrated outstanding performance and engagement, seeing a 93% pass rate in the Regional Examination for Nurse Registration (RENr). Three pharmacy students – Emileah Budna, Nelson Orellana, and Byron Lanza – received the Caribbean Association of Pharmacists’ Afzal Abdool Award, highlighting regional excellence.



93% PASS RATE
in the Regional Examination
for Nurse Registration
(RENr).



Impressively, the Pharmacy Students Club led several impactful outreach initiatives, including product development and participation in the Natural Products Expo.



Agriculture students participated in the Science Open Day, Earth Day outreach, and the Environmental Research Symposium.

Impressively, the Pharmacy Students Club led several impactful outreach initiatives, including product development and participation in the Natural Products Expo.

STUDENT HIGHLIGHTS



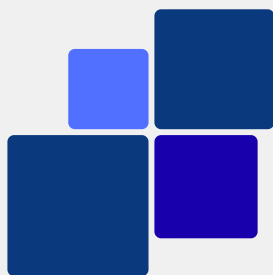
BRYON LANZA



**EMILEAH
BUDNA**



**NELSON
ORELLANA**



FACULTY OF EDUCATION & ARTS

2023

The Faculty of Education and Arts (FEA) continued to demonstrate excellence in teaching, research, and creative engagement across its four departments – Education, Languages and Literature, History, and the Regional Language Center, as well as its Graduate Programs. Student internships flourished in pre-primary, primary, and secondary schools nationwide, aligning with Belize’s teacher development priorities. FEA conferred 193 degrees and promoted student success through events like the 7th Annual Evening of the Arts, which involved broad community collaboration and showcased student talents.

Guided by its mission to cultivate thoughtful citizens and empowered professionals, FEA achieved notable progress in advancing Belize’s educational and cultural landscape through program innovation, community partnerships, and scholarship. FEA achieved a 71% completion rate of its 2023–2024 Implementation Plan, completing 42 of 59 planned actions – a testament to the faculty’s operational efficiency and commitment to UB’s RISE 2027 Strategic Plan.

The Faculty of Education and Arts continued to develop the Bachelor's in Early Childhood Education (BECE) program, including the completion of 15 syllabi and engagement of full-time and part-time lecturers in program revisions. Notably, the completion of program reviews of the Bachelor in Primary Education (BPRE) and Bachelor in History (BHIS) was completed, with the latter receiving valuable feedback from external reviewers recommending a double-major option and a more practice-oriented curriculum. The UB Writing Center proposal was also updated to include both in-person and virtual tutoring, with plans to relaunch once a permanent space is secured.

193
DEGREES
CONFERRED

71%

Implementation plan
completion rate
(42 of 59 planned actions)



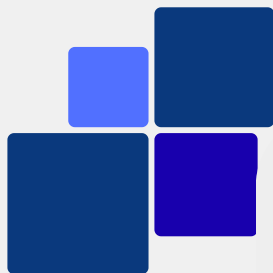
Continued
development of
the Bachelor in
Primary Education
(BPRE) &
Bachelor in
History (BHIS)

15

Syllabi
completed

Continued
development of
the Bachelor in
Early Childhood
Education





FACULTY OF EDUCATION & ARTS

2023

Elliaz Luna, pursuing a BA in English, exemplified UB's commitment to excellence through outstanding leadership in journalism, creative writing, and national media engagement. His active contributions to student publications, participation in national storytelling and writing platforms, and involvement in public-facing media projects demonstrated a high level of professionalism and creativity. Elliaz's achievements illustrated the University's ability to cultivate emerging leaders who elevate public discourse, represent UB with distinction, and showcase the strength of its academic and creative programs.



@JAGUAR JOURNEYS
MONDAY, DECEMBER 18 - FRIDAY, DECEMBER 22
8:00 P.M.



KRISTY DOMINGUEZ UB ENGLISH MAJOR



INSTITUTIONAL EFFECTIVENESS



FOSTERING A UNIFIED

INCLUSIVE AND ACCOUNTABLE INSTITUTIONAL CULTURE

Framework for Effectiveness

Institutional Effectiveness (IE) at the University of Belize was designed to ensure that all academic and administrative units engage in continuous assessment, reflection, and improvement aligned with the RISE 2027 Strategic Plan. Guided by the Quality Assurance and Accreditation Department, UB formalized a university-wide IE model with established templates, rubrics, and annual reporting cycles to measure the extent to which units achieve their stated objectives and contribute to the institution's mission.

In 2023–2024, UB implemented its inaugural Institutional Effectiveness cycle (August–June) with July reserved for the evaluation of unit reports and compilation of the overall University IE summary. This process became the cornerstone of UB's performance culture, linking annual operational goals with measurable outcomes.

CONTINUOUS IMPROVEMENT ACTIONS

- ✓ Training for over 20 co-chairs and subcommittee members on writing evaluative narratives and evidence documentation.
- ✓ Establishment of an Accreditation Online Platform (Google Workspace) for evidence sharing and progress tracking.
- ✓ Implementation of external peer reviews for three academic programs — the first in several years — to strengthen program quality and learning outcomes.

These measures collectively build a quality culture that integrates assessment, accreditation, and institutional learning.

The institution also initiated the development of a university-wide IE Report to consolidate divisional and unit-level performance findings. Collectively, these actions reflected growing engagement in the IE process and have demonstrated UB's strengthening capacity for data-driven planning, continuous improvement, and institutional accountability.



Dr. Sherlene Enriquez Savery
Chair, Accreditation Steering
Committee

ACCREDITATION STEERING COMMITTEE



DR. BEVERLY FABER
LIBRARY & LEARNING/INFORMATION
RESOURCES, ACADEMIC & STUDENT
SUPPORT



LUGIE CRUZ
APPLICATION FOR MEMBERSHIP
PART A



EGBERT IRVING
GOVERNING BOARD
ADMINISTRATION & ORGANIZATION



ROY POLONIO
MISSION,
BASIC ELIGIBILITY STANDARD



TRITIA STUART GORDON
INSTITUTIONAL PLANNING
& EFFECTIVENESS
STUDENT ACHIEVEMENT



TIMOTHY DAMI
EDUCATIONAL PROGRAM STRUCTURE
& CONTENT, EDUCATIONAL POLICIES
PROCEDURES & PRACTICES



ORLANDO PALMA
FINANCIAL & PHYSICAL RESOURCE
TRANSPARENCY & INSTITUTIONAL
REPRESENTATION



YMA CASEY
COMMUNICATIONS
& LOGISTICS

INSTITUTIONAL EFFECTIVENESS ACHIEVEMENTS 2023-2024

Focus Area	Key Outcome	Status / Progress
IE Framework	Finalized and implemented across UB	✓ Completed
IE Plans Reviewed	72% of annuals plans assessed	✓ Exceeded target
IE Reports Submitted	33% of final IE reports received	⚠ Delayed
Accreditation Readiness	Steering Committee trained and active	✓ Completed
Peer Review Implementation	3 programs completed external review	✓ Ongoing

Institutional Effectiveness and Continuous Improvement

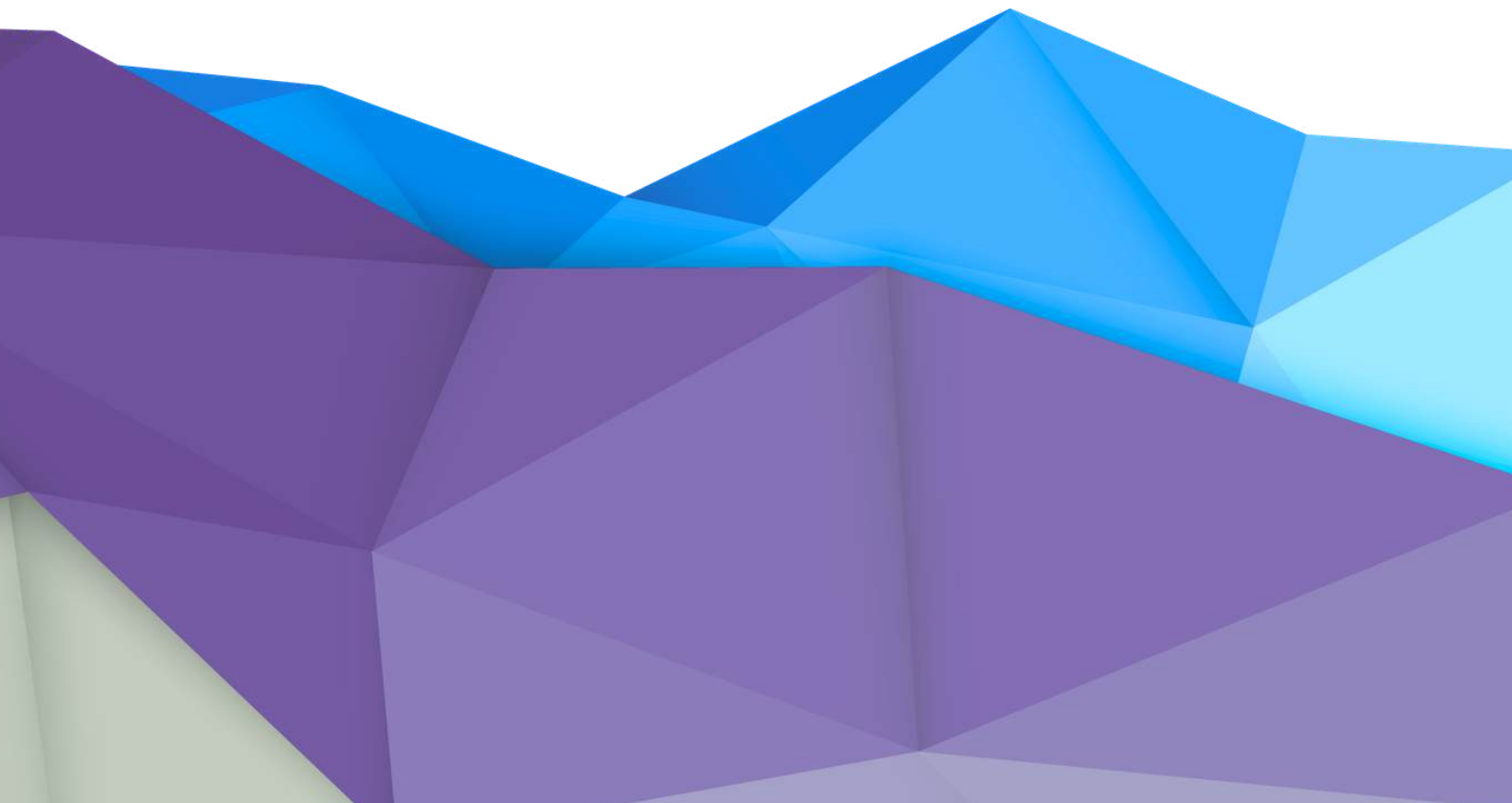


Institutional effectiveness

“Building a culture of reflection, evidence, and continuous improvement—
so we can always do better together!”



RESEARCH & INNOVATION



EXPANDING CAPACITY

INSPIRING DISCOVERY AND GENERATING KNOWLEDGE TO MOVE BELIZE FORWARD

During the 2023–2024 academic year, the University of Belize continued to strengthen its role as the national leader in research, applied innovation, and knowledge creation. Across all faculties, and through the coordinated efforts of the Research Office, UB has advanced a research culture that is increasingly collaborative, nationally responsive, and aligned with Belize's development priorities. The Research Office has played a central role in expanding institutional capacity by supporting faculty and student research, coordinating national and international partnerships, and modernizing research systems. Initiatives such as the completion of the 6th State of the Nation/Region Report, the launch of the MPhil in Marine Science, the publication of the Journal of Belizean Research, and the expansion of CITI research ethics training have strengthened UB's foundation for high-quality, ethical inquiry. Enhanced grant application efforts, virtual research workshops, and a growing Academic Staff Research Series further demonstrate

UB's commitment to developing a vibrant scholarly community.

The UB-ERI, a leading research arm of UB, partners with national and international organizations to conduct advanced research on topics such as marine conservation, wildlife protection, and ecological resilience. This research directly informs public policy and strengthens Belize's capacity to protect its natural heritage. The Institute significantly strengthened Belize's national research capacity through high-impact scientific outputs, training initiatives, and strategic partnerships. UB-ERI advanced a research program spanning marine and terrestrial ecosystems, producing five peer-reviewed publications, completing 20 nationally relevant research projects, and contributing to major national assessments such as the 2024 Healthy Reefs Report Card. A new institutional research and funding strategy was finalized to guide future priorities.

UB ERI RESEARCH PUBLICATIONS 2023–2024

Boles, J. C., and Ash, A. (2024) Coral reef benthic and fish monitoring data from Turneffe Atoll, Belize, 2010–2023 <https://doi.org/10.5061/dryad.c866t1gcn>

Carnes, B. H., and Ash, A. (2023) Aggressive interaction between Black-headed Trogon *Trogon melanocephalus* and Slaty-tailed Trogon *T. massena* at a nest site in Belize. *Cotinga*, 45–DIGITAL-TOC

Carnes, B. H., and Ash, A. (2023) Many Central American hummingbirds can be aged and sexed by molt patterns and bill corrugations, *Journal of Field Ornithology*, 94(3), <https://doi.org/10.5751/F0-00305-940311>

Reiss-Woolever, V. J. A. (2023) Understory vegetation supports more abundant and diverse butterfly communities in oil palm plantations. *Frontiers in Forests and Global Change*, 6, article 120544/fgc.2023.120544

Sayers, C. J., et al., Ab aac, (2023) Mercury in Neotropical birds; a synthesis and prospectus on 13 years of exposure data. *Ecotoxicology*, 32, 1096–1123 <https://doi.org/10.1007/s10646-023-02706-y>

Stone, J. Stone, A., et al. (2023) Maintaining understory vegetation in oil palm plantations supports higher assassin bug numbers, *Ecological Solutions and Evidence*, 4, article 1e12293

RESEARCH, INNOVATION, SCHOLARLY CONTRIBUTIONS

Across the University, research activities expanded, strengthened, and elevated—reflecting UB’s continued commitment to advancing national development through scholarly work. Over the 2023–2024 academic year, faculty-led research, interdisciplinary collaborations, and student-engaged inquiry have been carried out across all Faculties, contributing to Belize’s growing knowledge economy and academic visibility.

Within the Faculty of Health Sciences (FHS), an impressive array of peer-reviewed publications was produced, many of which result from interdisciplinary research addressing urgent public health issues. Studies on the use of medicinal plants in hypertension management and phytotherapies for COVID-19 have been published, along with a systematic review on food environments and public health in Latin America and the Caribbean. Additional research on the quality of medicine and air pollutants has been conducted, broadening the regional understanding of emerging health threats. Surgical research led by Dr. Lisa Johnson has been featured in both the *Journal of the Caribbean College of Surgeons* and *Cureus*. Collectively, these contributions have positioned the faculty as a growing leader in Caribbean and global health scholarship, reinforcing UB’s commitment to evidence-based teaching and public health advancement.

The Faculty of Education and Arts made significant scholarly contributions to regional and international academic discourse. Publications such as *Social Justice in Education Sector Reform in Belize: Implications for Teacher Education* (De Four-Babb et al., 2024, Routledge), *Repositioning Identity, Citizenship and Social Justice* (Esnard et al., 2024, Bloomsbury), and *In Pursuit of Quality Lifelong Learning* (Bristol et al., 2024, UNESCO) were published, and expanded the faculty’s global academic footprint. Creative and critical works—including Bronwen Forman co-authored “Belizeanizing Tech: Intel, Intelligence and Artificial Intelligence.” Ongoing studies in teacher self-efficacy, trauma-responsive education, school climate, and teacher effectiveness further strengthened the Scholarship of Teaching and Learning within Belize.



In the Faculty of Management and Social Sciences (FMSS), research culture deepened through faculty-led studies and expanded student engagement. Together, these accomplishments demonstrated that research at the University of Belize had expanded, mobilized, and elevated across disciplines—advancing knowledge creation, informing policy, and contributing meaningfully to Belize’s sustainable development.



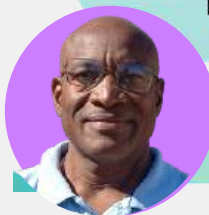
RESEARCH, INNOVATION, SCHOLARLY CONTRIBUTIONS

DEVELOPMENT INITIATIVES



Dr. Deserie Avila conducted research on leadership styles, motivation, and organizational performance.

Dr. Romaldo Lewis completed an extensive analysis of climatological variability and agricultural impacts over a 44-year period.



Dr. Philip Castillo examined religiosity trends in Belize, contributing valuable insights to national conversations on values

FMSS also hosted professional development workshops—including sessions on "Embracing AI in the Classroom" and "Measurement and Evaluation"—which supported staff in adopting new technologies and strengthening evidence-based teaching.

The Faculty of Science and Technology (FST) expanded Belize's scientific research capacity through both national and international collaborations. Faculty members participated in IAEA-funded training programs in nuclear technology, water resource management, and environmental monitoring across Vienna and Brazil. Student-led research was funded by the Department of the Environment, produced impactful studies in marine biology, biodiversity, and environmental conservation. UB researchers co-authored publications in *Nature Scientific Reports*, *Revista Mexicana de Biodiversidad*, and the *Journal of Belizean Research*, contributed to global scientific discourse. Collaborative projects examined microplastics, marine biodiversity, and aquaculture and further strengthened UB's visibility as an emerging regional hub for applied environmental science.

Within the faculties, research and innovation flourished in domains ranging from marine science, climate-smart agriculture, engineering, and information technology, to education, health sciences, and the social sciences. Faculty-led program reviews, curriculum modernization, collaborative projects with regional universities, community outreach, and student-driven inquiry have deepened UB's academic impact. Student research has also expanded through capstone projects, internships, clinical training, laboratory work, and creative investigations — reflecting the University's belief that hands-on learning is essential to national development.



This year, UB strengthened partnerships with agencies and several regional universities, broadening opportunities for joint research, peer exchange, and policy-focused inquiry. These collaborations amplified UB's visibility and positioned Belizean scholarship within wider regional and global conversations. As UB advanced toward RISE 2027, the University remained committed to cultivating research that mattered — research that informed policy, drove innovation, strengthens communities, and contributed meaningfully to Belize's sustainable development.

University-Wide Research & Innovation Highlights

- Strengthening research capacity through CITI training with 240+ participants and 750+ certifications completed.
- Launching the MPhil Programme, expanding postgraduate pathways.
- Publishing two issues of the Journal of Belizean Research.
- Leading national partnerships, including the 6th State of the Nation Report.
- Hosting regional and international conferences with participation from 25 universities.
- Supporting cross-faculty grant proposals aligned with national development priorities.

Faculty of Education & Arts (FEA) Contributions

Key Achievements

- Publishing major scholarly works including:
 - Social Justice in Education Sector Reform in Belize (Routledge, 2024)
 - Repositioning Identity, Citizenship & Social Justice (Bloomsbury, 2024)
 - In Pursuit of Quality Lifelong Learning (UNESCO, 2024)
- Advancing Caribbean scholarship in literature, digital culture, and artificial intelligence.
- Conducting ongoing studies on teacher self-efficacy, trauma-responsive pedagogy & school climate.
- Strengthening the Scholarship of Teaching & Learning for Belize's education sector.

Faculty of Management, Social Sciences (FMSS) Contributions

Key Achievements

- Publishing peer-reviewed studies on:
 - Medicinal plant therapies for hypertension
 - Phytotherapy and COVID-19
 - Food environments and health in Latin America & the Caribbean
 - Quality of medicines and air pollution impacts
- Publishing surgical research in Cureus and the Caribbean College of Surgeons.
- Advancing Belize's visibility in global public health discourse through interdisciplinary research.

Faculty of Health Sciences (FHS) Contributions

Key Achievements

- Publishing peer-reviewed studies on:
 - Medicinal plant therapies for hypertension
 - Phytotherapy and COVID-19
 - Food environments and health in Latin America & the Caribbean
 - Quality of medicines and air pollution impacts
- Publishing surgical research in Cureus and the Caribbean College of Surgeons.
- Advancing Belize's visibility in global public health discourse through interdisciplinary research.

Faculty of Science & Technology (FST) Contributions

Key Achievements

- Publishing peer-reviewed studies on:
 - Medicinal plant therapies for hypertension
 - Phytotherapy and COVID-19
 - Food environments and health in Latin America & the Caribbean
 - Quality of medicines and air pollution impacts
- Publishing surgical research in Cureus and the Caribbean College of Surgeons.
- Advancing Belize's visibility in global public health discourse through interdisciplinary research.

RESEARCH

Institutional Achievements Across UB 2023-2024

During the 2023–2024 academic year, the University of Belize continued to strengthen its role as the national leader in research, applied innovation, and knowledge creation. Across all faculties, and through the coordinated efforts of the Research Office, UB advanced a research culture that was increasingly collaborative, nationally responsive, and aligned with Belize's development priorities.

The **Research Office** played a central role in expanding institutional capacity by supporting faculty and student research, coordinating national and international partnerships, and modernizing research systems. Throughout the year, the University strengthened its internal research infrastructure by expanding CITI ethics training, engaging more than 240 participants and resulting in over 750 certifications completed. The launch of the MPhil Programme expanded postgraduate pathways, while two issues of the Journal of Belizean Research were published, increasing the visibility of Belizean scholarship. UB also led several national partnerships, including the completion of the 6th State of the Nation/Region Report, and hosted regional and international conferences with participation from 25 universities. Cross-faculty grant writing initiatives were supported, with proposals aligned to national development priorities, further demonstrating UB's commitment to developing a vibrant scholarly community.

The **UB-Environmental Research Institute (UB-ERI)**, one of UB's leading research arms, collaborated with national and international organizations to advance research on marine conservation, wildlife protection, and ecological resilience. These efforts informed public policy and strengthened Belize's capacity to protect its natural heritage. Over the year, UB-ERI produced five peer-reviewed publications, completed 20 nationally relevant research projects, and contributed to major national assessments such as the 2024 Healthy Reefs Report Card. A new institutional research and funding strategy was also finalized, guiding ERI's future priorities.

Across the University, research activities were expanded, strengthened, and elevated—reflecting UB's continued commitment to advancing national development through scholarly work. Faculty-led research, interdisciplinary collaborations, and student-engaged inquiry were carried out across all Faculties, contributing to Belize's growing knowledge economy and academic visibility.

RESEARCH

Institutional Achievements Across UB 2023-2024

Within the **Faculty of Health Sciences (FHS)**, research productivity continued to grow, contributing meaningfully to national and regional public health discourse. During the year, faculty produced an impressive array of peer-reviewed publications emerging from interdisciplinary and community-focused inquiries. Studies examined medicinal plant therapies for hypertension, phytotherapy in the context of COVID-19, and the relationship between food environments and health outcomes across Latin America and the Caribbean. Additional investigations explored the quality of medicines within local markets and the health impacts of air pollution. The Faculty also advanced surgical research, with findings featured in *Cureus* and the *Journal of the Caribbean College of Surgeons*. Collectively, these achievements positioned FHS as a growing leader in Caribbean and global health scholarship and reinforced UB's commitment to evidence-based public health advancement.

The **Faculty of Education and Arts (FEA)** made significant scholarly contributions to regional and international academic discourse. Major publications included *Social Justice in Education Sector Reform in Belize* (Routledge, 2024), *Repositioning Identity, Citizenship & Social Justice* (Bloomsbury, 2024), and *In Pursuit of Quality Lifelong Learning* (UNESCO, 2024). Faculty also advanced research in Caribbean literature, digital culture, and artificial intelligence. Additional ongoing studies in teacher self-efficacy, trauma-responsive education, school climate, and pedagogical effectiveness strengthened the national Scholarship of Teaching and Learning. These accomplishments expanded the Faculty's global academic footprint and reinforced its commitment to educational transformation and social equity.

In the **Faculty of Management and Social Sciences (FMSS)**, the research culture continued to deepen through faculty-led studies and expanded student engagement. Faculty members published peer-reviewed works on medicinal plant therapies, phytotherapy and COVID-19, regional food environments and public health, and the quality of medicines and air pollutants. FMSS researchers also produced surgical research featured in regional medical journals, enhancing Belize's visibility in global public health discourse. Additional studies—such as investigations into leadership styles and organizational performance, long-term climatological trends and agricultural impacts, and religiosity patterns in Belize—contributed valuable insights to national conversations on values, productivity, and socio-environmental change. FMSS also hosted several professional development workshops, including sessions on "Embracing AI in the Classroom" and "Measurement and Evaluation," which supported faculty adoption of innovative and evidence-based teaching strategies.

RESEARCH

Institutional Achievements Across UB 2023-2024

The **Faculty of Science and Technology (FST)** similarly strengthened its scientific research portfolio, contributing peer-reviewed studies that aligned with UB's broader public health and environmental research agenda. Faculty-led investigations focused on medicinal plant therapies for hypertension, the role of phytotherapy during the COVID-19 pandemic, and the connections between regional food environments and health outcomes in Latin America and the Caribbean. Complementary research examined the quality of medicines circulating locally and the health impacts of air pollution—topics of growing national importance. FST also contributed to surgical research disseminated through Cureus and the Caribbean College of Surgeons, further underscoring UB's interdisciplinary engagement in the health sciences. These achievements elevated FST's research visibility and highlighted the Faculty's role in expanding Belize's scientific capacity.

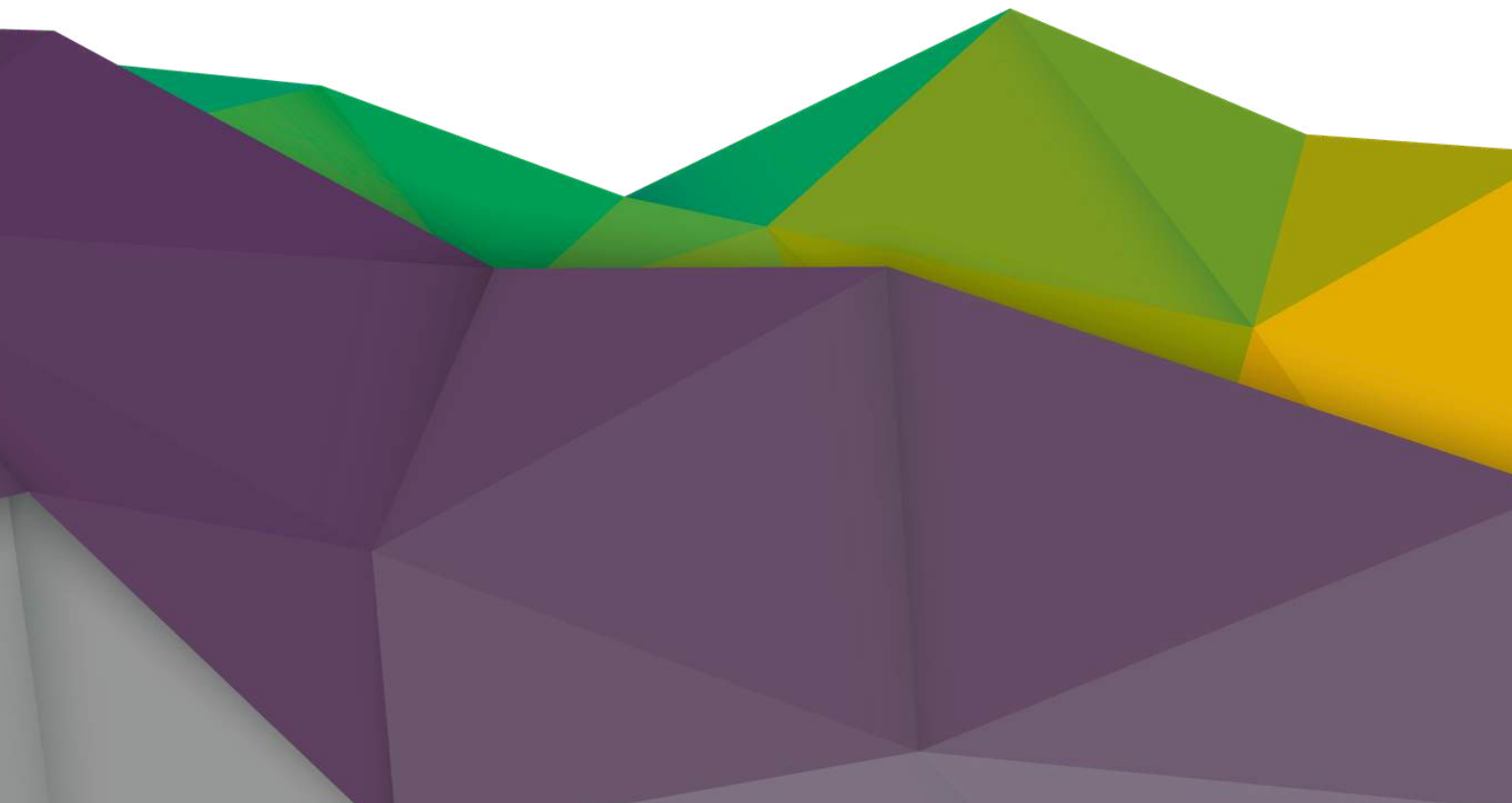
Within **all faculties**, research and innovation flourished in domains ranging from marine science, climate-smart agriculture, and environmental engineering to information technology, education, public health, and the social sciences. Program reviews, curriculum modernization initiatives, collaborative research projects, community outreach, and student-driven inquiry deepened the University's academic impact. Student research expanded through capstone projects, internships, clinical work, laboratory studies, and creative investigations—reflecting UB's commitment to hands-on, inquiry-based learning as essential to national development.

Throughout the year, the University also strengthened partnerships with agencies such as ISCR-NICH, CARDI, COBEC, the Ministry of Education, and several regional universities. These collaborations broadened opportunities for joint research, faculty exchanges, and policy-focused inquiry, enhancing UB's visibility and positioning Belizean scholarship within wider regional and global conversations.

As UB advanced toward RISE 2027, the University remained committed to cultivating research that matters—research that informed policy, drove innovation, strengthened communities, and contributed meaningfully to Belize's sustainable development.



INSTITUTES



ACTIVELY EMPOWERING

COMMUNITIES AND SUPPORTING BELIZE'S SUSTAINABLE GROWTH

The University of Belize's Institutes continued to serve as powerful engines of national development, advancing applied research, professional capacity-building, and cultural preservation across key sectors of Belizean society. Through their specialized mandates and strategic partnerships, the Environmental Research Institute (UB-ERI) and the Intercultural Indigenous Language Institute (IILI) strengthened UB's role as a leader in community engagement, evidence-based policy contribution, and knowledge creation.

UB-ERI achieved significant progress across a diverse portfolio of research, conservation, and institutional development initiatives. A major milestone for the Institute was the launch and implementation of the project "Climate Crossroads: Futures for People & Nature in Central Belize", selected as one of only five projects funded globally by the Swiss Re Foundation. This achievement positioned UB-ERI—and the University of Belize more broadly—as a leader in biodiversity and ecosystem services research within the Global South.



Designed through a strategic and interdisciplinary framework, the project integrated ecological science, participatory scenario planning, and community engagement to address the intersecting challenges of climate change, biodiversity loss, and human well-being. Throughout the implementation period, UB-ERI deepened its collaborations with national, regional, and international partners through research projects, capacity-building programs, policy support, and field-based conservation initiatives. These partnerships enhanced the Institute's ability to deliver evidence-based contributions to national development and environmental sustainability.

Under the Avian Ecology and Community Stewardship Program, UB-ERI successfully concluded the GEF Small Grants Programme-funded initiative “Building Community Environmental Stewardship in the Maya Forest Corridor through Avian Ecology.” Additionally, the Institute led a human-wildlife conflict assessment through the Human-Wildlife Conflict and Jaguar Conservation project, implemented with the Belize Maya Forest Trust and Virginia Tech and supported by WWF. This initiative included interviews with 60 farmers living around the Belize Maya Forest to better understand human-jaguar interactions and develop practical mitigation strategies.

UB-ERI also contributed significantly to national marine science through the Resilient Reefs Initiative, publishing a historic coral reef dataset spanning 2010–2023 for Turneffe Atoll. This work expanded national repositories of marine data and strengthened Belize’s capacity to monitor ecosystem change. The global relevance of UB-ERI’s work was further demonstrated through the presentation of preliminary Climate Crossroads project results at the 3rd World Biodiversity Forum in Davos, Switzerland, elevating UB’s profile in international scientific and policy dialogues. Together, these accomplishments reflected the Institute’s commitment to advancing Belize’s biodiversity goals, supporting evidence-based decision-making, and fostering regional leadership in environmental research and climate resilience.

National Government Agencies and NGOs	Academic and Research Institutions	Donor and Funding Agencies
• Belize Forestry Department • Belize Fisheries Department • Ministry of Blue Economy and Marien Conservation • Coastal Zone Management Authority and Institute (CZMAI) • Department of the Environment • National Biodiversity Office • Belize Audubon Society • Belize Maya Forest Trust • Toledo Institute for Development and Environment (TIDF) • Belize Red Sross and Dominica Red Cross Society • World Wildlife Fund (WWF) • Healthy Reefs for Healthy People Initiative (HRHP)	• University of Belize - Faculty of Science and Technology • University of Belize - Faculty of Education and Arts • Boston University • University of Toronto • University College Cork (ireland) • Smithsonian Environmental Research Centre • University of Greenwich • Virginia Tech • University of Southampton • University of the West indies(UWI)	• Belize Marine Fund (BMF) • Belize Fund for Sustainable Future (BESF) • Swiss Re Foundation • Global Environment Facility - Small Grants Programme (GEF SGP) • GEF6 and GEF7 • Irish Aid • Mesoamerican Reef Fund (MARFund) • Saint Paul Audubon Society

Building on UB’s broader contributions to national development, the Intercultural Indigenous Language Institute (IILI) continued to play a vital role in strengthening national dialogue, cultural preservation, and Indigenous engagement. Throughout the year, the Institute welcomed high-level government officials—including ministers and senior policymakers—to presentations on Indigenous education and cultural affairs, underscoring UB’s growing leadership in advancing Belize’s cultural landscape.

IIILI also hosted major cultural events that celebrated Belize's diverse Indigenous heritage. Signature activities included Garifuna Survival Day, which brought together students, faculty, community organizations, and cultural leaders to honor the history and resilience of the Garifuna people. The Institute participated in regional exchanges such as the Traditional Medicine Conference in Quintana Roo, connecting Belizean cultural practitioners with counterparts in Mexico. Through national workshops on intangible cultural heritage and disaster risk reduction, IIILI contributed to safeguarding living heritage while promoting resilience within Indigenous communities.

Further expanding its academic and cultural impact, IIILI coordinated the annual Indigenous Resistance Day lecture, delivered in Yucatec, Mopan, Q'eqchi', Garifuna, and English. Events such as the Fair on Indigenous Cultural Groups in Latin America showcased student-led exhibits and deepened public understanding of Indigenous traditions

and knowledge systems. The Institute also advanced policy engagement by organizing the Language Policy Workshop, which convened linguists, cultural experts, and policymakers to shape a comprehensive national approach to language preservation. International mentorship exchanges with Canadian universities supported the development of an Indigenous Mentorship Program, reinforcing UB's commitment to intercultural education. Community celebrations such as Garifuna Settlement Day and Maya Heritage Day illustrated UB's dedication to cultural revitalization through traditional arts, music, craft demonstrations, and knowledge-sharing sessions. The Institute further supported language preservation by offering introductory courses in Yucatec Maya and Garifuna and hosting discussions on Indigenous representation in film, helping students strengthen cultural identity and linguistic pride.

Intercultural Indigenous Language Institute Accomplishment Highlights

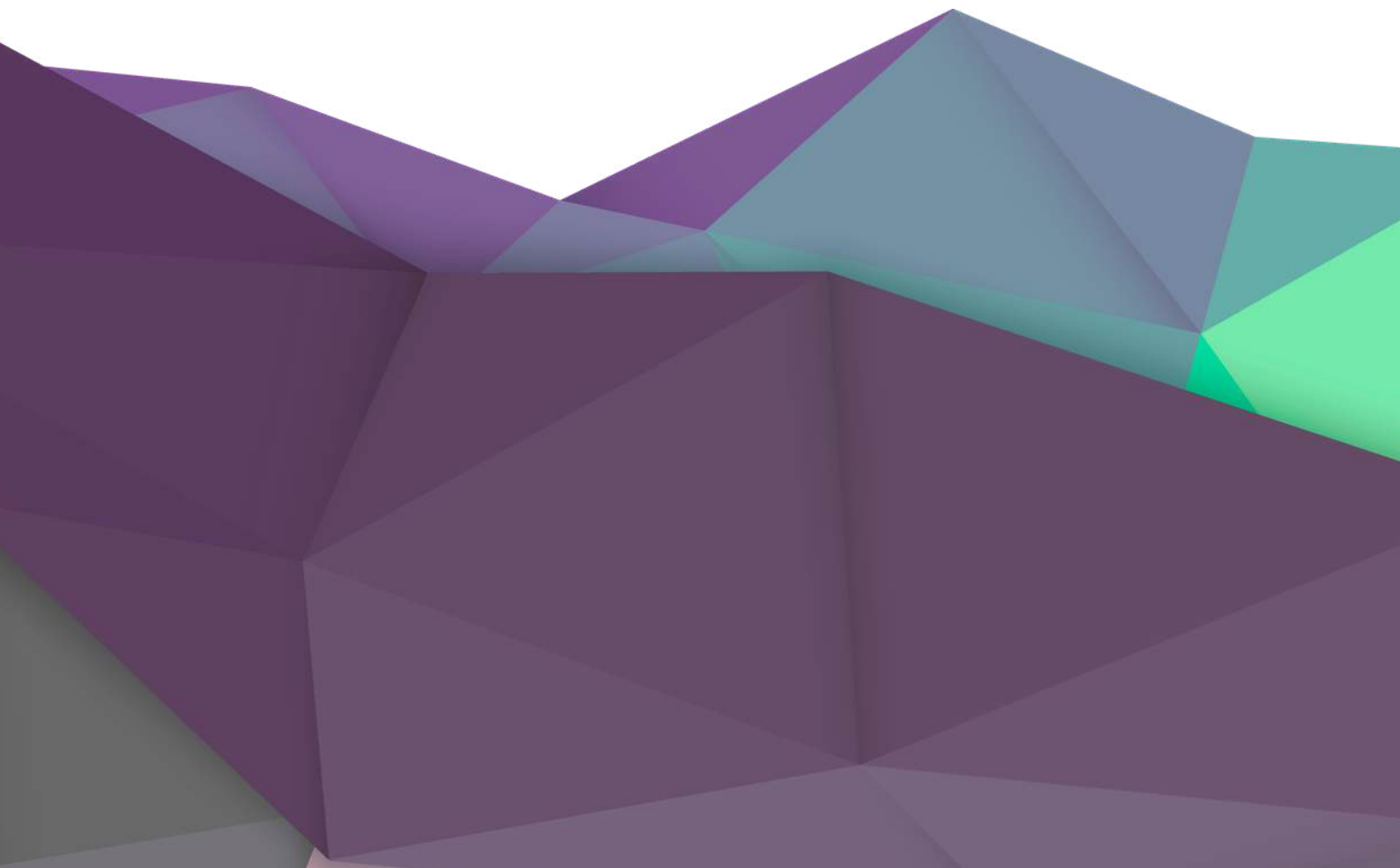


Collectively, the achievements of UB-ERI and IILI demonstrated the University's expansive contributions to national development, environmental sustainability, and cultural vitality. Through innovative research, meaningful community partnerships, and steadfast support for Belize's diverse cultural heritage, UB's Institutes continued to elevate the University's role as a catalyst for inclusive development and transformative societal impact.





FACULTY & STAFF HIGHLIGHTS



ADVANCING KNOWLEDGE

EXPANDING OPPORTUNITIES, AND SHAPING
GRADUATES WHO ARE READY TO LEAD BELIZE INTO A
MORE RESILIENT AND DYNAMIC FUTURE

During the 2023–2024 academic year, the University of Belize continued to invest in the professional growth, advancement, and recognition of its faculty and staff, further strengthening institutional capacity and enhancing academic excellence. This commitment was evident across all divisions, where faculty and staff actively participated in national and international training programs, skill-building workshops, and advanced certification opportunities. These engagements played a central role in elevating the University's teaching, research, and service capabilities.



Throughout the year, UB faculty accessed specialized training in areas such as educational technology, climate adaptation, research integrity, grant writing, digital innovation, and student development. Notable initiatives included the SAGE “Skills for a Green Economy” Technology Training and the CITI Research Ethics Certification, which expanded institutional competencies in sustainable development and responsible research practices. Faculty also benefited from international professional development opportunities offered through partners such as the IAEA, JICA, CATIE, and several regional universities, broadening UB's expertise in scientific inquiry, pedagogy, intercultural education, public health, and academic advising.



In addition to training, the University celebrated several staff achievements that spanned leadership, service, and professional advancement. Several personnel assumed new leadership roles, earned industry-recognized credentials, and contributed to national policy dialogues, scholarly conferences, and cross-sector development initiatives.



Promotions and new appointments across faculties and departments further underscored UB's commitment to recognizing talent and supporting long-term career growth.

ADVANCING KNOWLEDGE

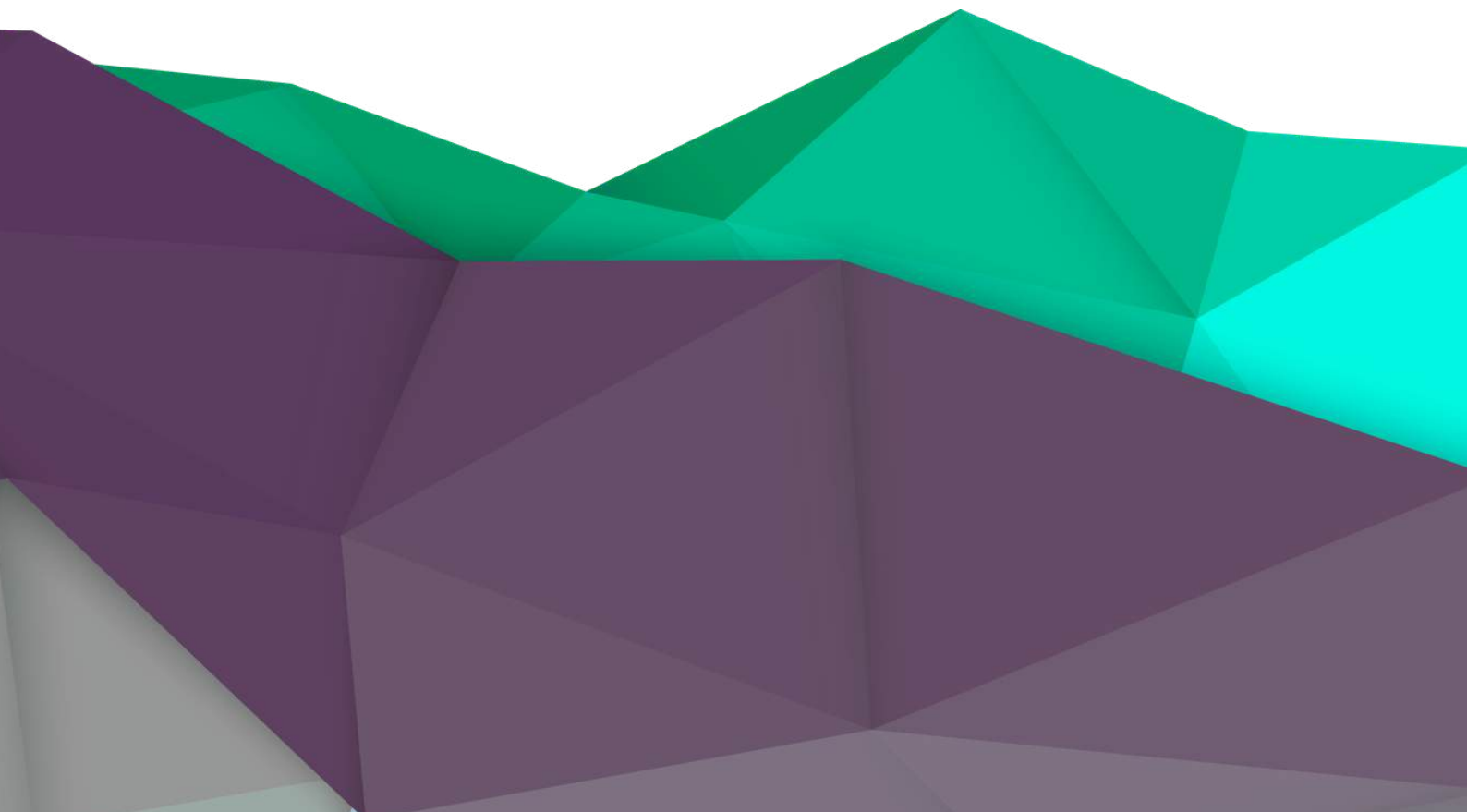
EXPANDING OPPORTUNITIES, AND SHAPING
GRADUATES WHO ARE READY TO LEAD BELIZE INTO A
MORE RESILIENT AND DYNAMIC FUTURE

Together, these accomplishments demonstrated UB's ongoing dedication to cultivating a highly skilled, innovative, and empowered academic community. By prioritizing continuous development and professional excellence, the University strengthened its overall institutional impact and further advanced its mission to support national development and student success.





FINANCIAL REPORT



SOUND FINANCIAL

STEWARDSHIP, STRENGTHENING OUR FOUNDATION,
FUELING VISION FOR NATIONAL DEVELOPMENT



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Independent auditor's report to the Board of Trustees of the University of Belize

Opinion

We have audited the accompanying financial statements of the University of Belize on pages 3-23 which comprise of the financial position as at 31 July 2024 and the statements of comprehensive income, changes in fund balances and cash flows for the year then ended and a summary of significant accounting policies and other explanatory notes. We have also audited the statements of financial position, of comprehensive income, and of changes in fund balance of Environmental Research Institute for the year ended 31 July 2024 included in Supplemental Statements on pages 24-26.

In our opinion, the accompanying financial statements of the University of Belize give a true and fair view of its financial position as at 31 July 2024, and of its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS); and the accompanying financial statements of Environmental Research Institute for the year ended 31 July 2024 included in pages 24-26 give a true and fair view of its financial position as at 31 July 2024, and of its financial performance and changes in fund balance for the year then ended in accordance with International Financial Reporting Standards.

Basis for opinion

We conducted our audit 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 these requirements and the IESBA Code.

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

Responsibility of management and those charged with governance for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with IFRS, 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 and Environmental Research Institute to continue as going concerns, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the University of Belize and/or Environmental Research Institute or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the 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 taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we:

- (i) exercise professional judgement and maintain professional skepticism throughout the audit.
- (ii) identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and 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.
- (iii) 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.
- (iv) evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- (v) 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 ability of the University of Belize or Environmental Research Institute to continue as a going concern. If we should conclude that material uncertainty exists, we are required to draw attention in our report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify the opinion. Our conclusions are based on the audit evidence obtained up to the date of our report. However, future events or conditions may cause an entity to cease to continue as a going concern.
- (vi) 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.
- (vii) obtain sufficient audit evidence regarding the financial information of the University of Belize and Environmental Research Institute to express an opinion on their financial statements. We remain solely responsible for our audit opinion.

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



Crowe Belize LLP

27 November 2024

University of Belize

Statement of financial position

As at 31 July

(In Belize dollars)

ASSETS	Note	2024	2023
Current assets			
Cash and cash equivalents- unrestricted	6	8,305,016	7,230,204
Cash and cash equivalents- restricted	7	4,620,381	4,497,610
Short term investments- unrestricted	8	2,520,000	2,400,000
Short term investments- restricted	9	2,815,838	2,815,217
Student receivables	10	1,411,745	1,203,191
Government of Belize receivables	11	77,996	155,558
Prepayments		278,803	246,274
Other receivables		864,389	775,836
Employee loans and advances		18,293	27,944
Inventory	12	89,981	60,585
Total current assets		21,002,442	19,412,419
Non-current assets			
Other assets	13	661,122	881,496
Property, plant and equipment	14	92,247,401	92,303,694
Investment in associate	15	450,000	450,000
Total non-current assets		93,358,523	93,635,190
TOTAL ASSETS		114,360,965	113,047,609
LIABILITIES AND FUND BALANCES			
Current liabilities			
Line of credit	16	2,950	45,507
Trade and other payables	17	5,829,872	4,726,734
Gratuity and severance payable	18	331,952	325,091
Deferred income	22	601,411	602,370
Total current liabilities		6,766,185	5,699,702
Non-current liabilities			
Gratuity and severance payable	18	7,028,333	7,243,319
Deferred income	22	1,376,617	1,113,967
Note payable	19	913,237	-
Total non-current liabilities		9,318,187	8,357,286
Total liabilities		16,084,372	14,056,988

University of Belize

Statement of financial position (continued)

As at 31 July

(In Belize dollars)

Fund balances	Note	2024	2023
Capital grant		25,738,780	26,412,963
Revaluation surplus	21	62,331,775	62,331,775
General fund		10,206,038	10,245,883
Total fund balances		98,276,593	98,990,621
TOTAL LIABILITIES AND FUND BALANCES		114,360,965	113,047,609

The financial statements on pages 3 to 7 were approved and authorized for issue by the Board of Trustees on 26 February, 2025 and are signed on its behalf by:



President



Chairperson, Audit Committee



Director of Finance Rep.

University of Belize

Statement of changes in fund balances

For the year ended 31 July

(In Belize dollars)

	Capital grant	Revaluation reserve	General fund	Total
At 1 August 2022	27,106,116	62,331,775	10,475,223	99,913,114
(Deficit) for the year	-	-	(229,340)	(229,340)
Amortization	(693,153)	-	-	(693,153)
At 31 July 2023	26,412,963	62,331,775	10,245,883	98,990,621
At 1 August 2023	26,412,963	62,331,775	10,245,883	98,990,621
(Deficit) for the year	-	-	(39,845)	(39,845)
Amortization	(674,183)	-	-	(674,183)
At 31 July 2024	25,738,780	62,331,775	10,206,038	98,276,593

University of Belize

Statement of cash flows

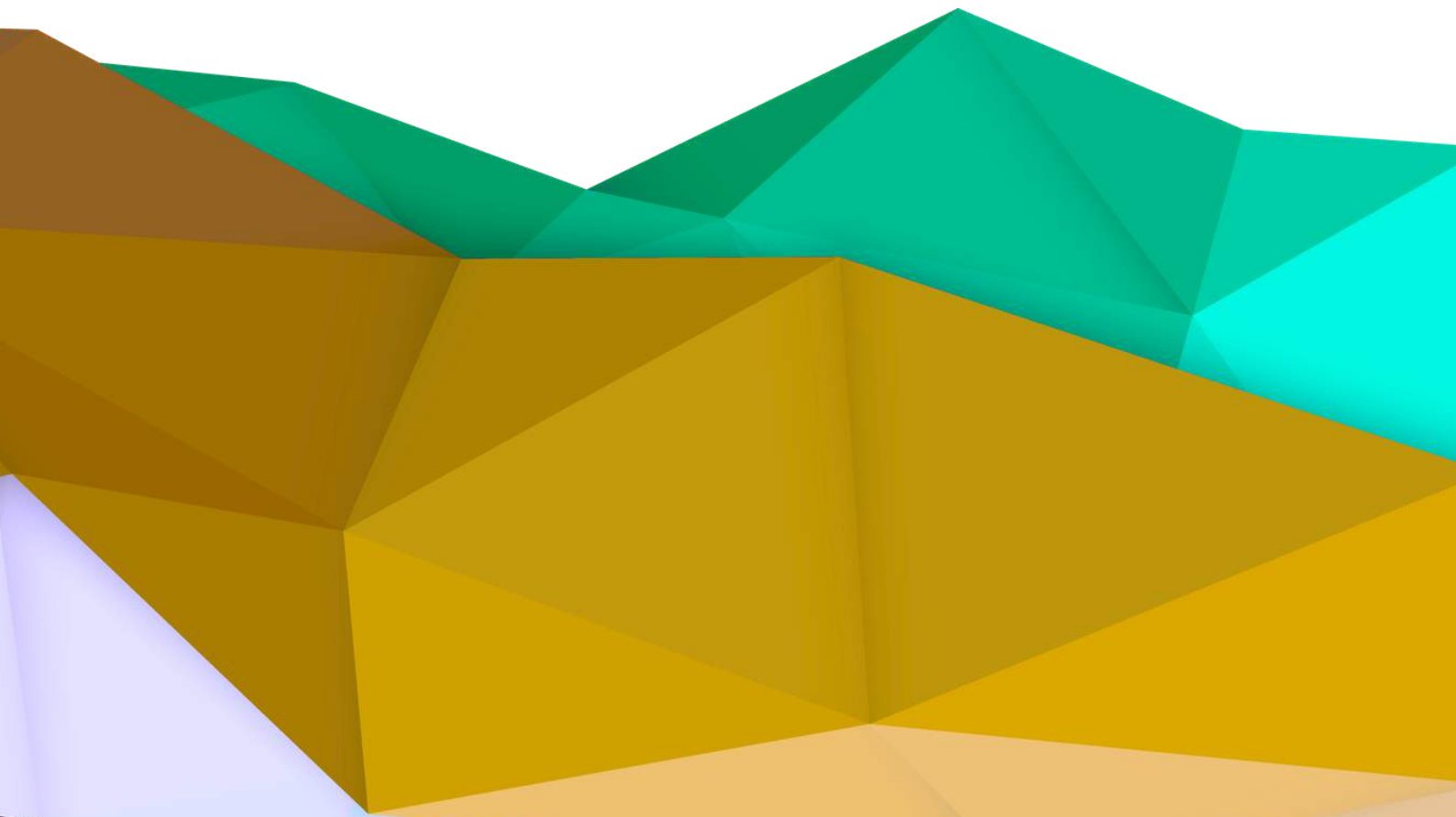
For the year ended 31 July

(In Belize dollars)

	Note	2024	2023
Cash flows from operating activities			
(Deficit) for the year		(39,845)	(229,340)
Adjustments for:			
Amortization of grant income		(674,183)	(693,153)
Expected credit loss	10	66,709	34,672
Depreciation	14	1,299,649	1,262,605
Provision of gratuity and severance	18	279,080	683,561
Interest income		(281,814)	(248,715)
Gain on disposal of property, plant and equipment		-	(211)
Operating surplus before working capital changes		<u>649,596</u>	<u>809,419</u>
Changes in:			
Student receivables	10	(275,263)	(130,951)
Prepayments		(32,529)	(113,728)
Other receivables		(88,553)	65,095
Government of Belize receivables		77,562	(152,537)
Employee loans and advances		9,651	(14,626)
Other assets	13	220,374	220,373
Inventory	12	(29,396)	(10,592)
Trade and other payables	17	<u>1,103,138</u>	<u>1,440,199</u>
Operating surplus after working capital changes		<u>1,634,580</u>	<u>2,112,652</u>
Interest received		281,814	248,715
Gratuity and severance paid	18	<u>(487,205)</u>	<u>(486,021)</u>
Net cash provided by operating activities		<u>1,429,189</u>	<u>1,875,346</u>
Cash flows from investing activities			
Acquisition of property, plant and equipment	14	(1,243,356)	(2,523,910)
Proceeds from disposal of property, plant and equipment		-	333
Net cash (used in) investing activities		<u>(1,243,356)</u>	<u>(2,523,577)</u>
Cash flows from financing activities			
Line of credit	16	(42,557)	29,048
Deferred income	22	261,691	(360,466)
Proceeds from borrowings	19	1,000,000	-
Repayment of borrowings	19	<u>(86,763)</u>	<u>-</u>
Net cash provided by/(used in) financing activities		<u>1,132,371</u>	<u>(331,418)</u>
Net change in cash and cash equivalents- unrestricted		1,318,204	(979,649)
Cash and cash equivalents, 1 August- unrestricted		7,230,204	8,413,920
Net transfers to cash and cash equivalents- restricted		<u>(243,392)</u>	<u>(204,067)</u>
Cash and cash equivalents- unrestricted, 31 July		<u><u>8,305,016</u></u>	<u><u>7,230,204</u></u>



STUDENT LIFE ENGAGEMENT



STUDENT AFFAIRS:

where support meets possibility and every Jaguar finds their path!

The Department of Student Affairs significantly strengthened student engagement, wellness, leadership, and campus life across all four campuses of the University of Belize. Through a comprehensive suite of programs, Student Affairs enhanced the student experience and advanced UB's mission to support holistic student development.

Clubs, Associations & Extracurricular Engagement

Student involvement in clubs and associations reached its highest levels in recent years. The department expanded opportunities for cultural, academic, and social engagement by hosting campus-wide activities, including coffee mornings, musical performances, international student exchanges, and volunteer initiatives. These efforts revitalized campus culture and fostered a greater sense of belonging. Educational forums and cultural events strengthened students' connection to Belize's identity, while the newly energized student organizations helped expand UB's presence in national debates, conferences, and youth-focused initiatives.



Student Support, Wellness & Campus Well-Being

Student Affairs expanded wellness services across all campuses, strengthening UB's commitment to student health and safety. The University provided free pap smears, campus vaccination drives, comprehensive health fairs, and both in-person and online counseling. The Wellness Center organized major events—including the Anti-Stress Fair, Anti-Suicide Fair, and Wellness Day—which together recorded the highest student participation to date. Mentorship through the Mental Health Allies Club also deepened peer support networks and promoted mental-health awareness.



Sports, Recreation & Cultural Achievement

The year marked a major resurgence in athletics and recreational life. Intramural competitions were reintroduced on the Belmopan and Punta Gorda campuses, generating strong student participation and community support. UB's varsity teams excelled, earning multiple national ATLIB titles—including national championships in male and female football—and representing the country at the Central American University Games for the first time in over a decade.

The department successfully advocated for the hiring of a full-time sports coach and negotiated new sports scholarships, re-establishing a sustainable varsity scholarship program. Student attendance at games and events increased significantly, restoring UB's reputation as a leading sporting institution.



Volunteerism, Community Outreach & Service Culture

Volunteerism flourished as students engaged in outreach activities through clubs, student government, and department-led initiatives. Increased involvement in campus service led to the appointment of capable UB student representatives in national forums, panel discussions, and debates. The department organized the first-ever Relathon Fair to strengthen community participation in UB's annual Relathon tradition.

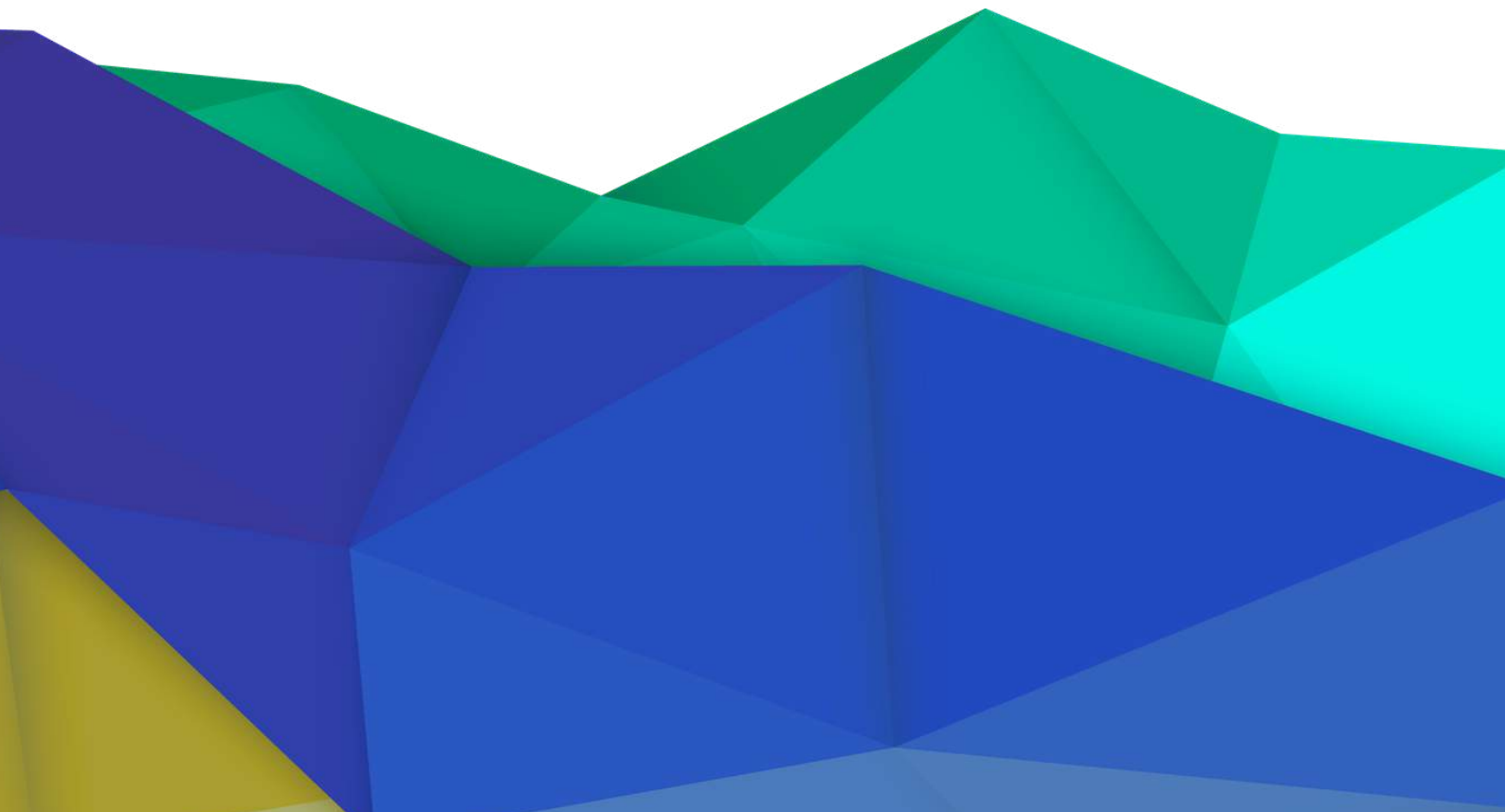
Student Leadership, Governance & Campus Development

Student Affairs strengthened student leadership by institutionalizing Resident Assistants, establishing democratically elected student governments on all four campuses, and providing leadership training to promote accountability and student-driven campus development.





Diversity Equity Inclusion



CELEBRATING DIFFERENCES

REMOVING BARRIERS, CREATING PATHWAYS
SO ALL STUDENTS CAN THRIVE

Fostering an Inclusive and Empowering University Environment

During the 2023–2024 academic year, the University of Belize continued to advance its commitment to Diversity, Equity, and Inclusion (DEI) through intentional programs, strategic partnerships, and student-centered initiatives led by the Office of Student Affairs and other key departments. These efforts reflect UB's mission to cultivate an environment where all students—regardless of background, identity, or experience—feel welcomed, supported, and empowered to succeed.

Promoting Inclusivity and Equity Across Campus

The University implemented a range of initiatives aimed at creating a more equitable campus climate. These included workshops on cultural awareness, sensitivity training for faculty and staff, and student engagement activities that highlighted the importance of respect, representation, and belonging. Through targeted campaigns and educational events, UB continued to strengthen its institutional culture, ensuring that diversity is recognized as an asset and a core component of the student experience.

Programs Supporting Indigenous, Rural, and Underrepresented Students

A major focus of this year's DEI efforts was supporting Indigenous, rural, and other underrepresented student groups. The Indigenous Students Mentorship Program, developed in collaboration with the Skills to Access the Green Economy (SAGE) Project, provided mentorship, academic support, and cultural immersion experiences that strengthened identity, leadership, and confidence among Indigenous students. Activities such as the cultural exchange visit to San Luis, Petén, Guatemala, offered transformative opportunities to engage with the Maya Mopan language, customs, and heritage.



In addition, Student Affairs expanded outreach to rural communities, offered tailored guidance services, and increased financial aid awareness to remove barriers for first-generation and economically disadvantaged students seeking higher education opportunities at UB.

Campus Culture Assessments and Responsive Actions

To better understand evolving student needs and campus climate, the University of Belize conducted regular culture and satisfaction assessments throughout the year, including student feedback surveys and focus groups. Insights gathered from these assessments directly informed improvements in service delivery, academic support systems, and student life programs.



**“Diversity
strengthens us,
equity guides us,
and inclusion
unites us—
building a university
where every voice
has value and every
student has a place.”**

In response, UB implemented several targeted interventions—expanding counseling outreach, strengthening accessibility accommodations, and introducing new student engagement initiatives designed to enhance inclusivity and foster a deeper sense of belonging. The University also improved reporting pathways for discrimination, harassment, and safety concerns, ensuring that students had trusted and timely mechanisms for support and redress.



Building a Culture of Belonging

These efforts collectively contributed to a more supportive and welcoming campus environment where every student is valued. Student Affairs played a central role by expanding outreach to rural communities, providing tailored guidance services, and increasing awareness of financial aid opportunities to reduce barriers for first-generation and economically disadvantaged students.

The DEI initiatives undertaken in 2023–2024 reinforce UB’s commitment to cultivating a diverse, equitable, and inclusive national university—one in which students from all backgrounds can thrive academically, contribute meaningfully, and grow as leaders.

The Role of the Regional Language Center in Advancing Diversity and Inclusion

During the 2023–2024 academic year, the Regional Language Center (RLC) actively strengthened diversity, inclusion, and intercultural understanding across the University. Through the CESL Scholarship Programme, the RLC welcomed international students from multiple countries and provided dedicated academic, linguistic, and cultural support to ease their transition into life and study in Belize. The 2023–2024 RLC Orientation emphasized cultural integration, student support services, and early community-building.

The RLC further promoted inclusive access by partnering with Help for Progress/UNHCR to deliver English as a Foreign Language courses for newly arrived migrants and refugees, enabling fuller participation in education, employment, and civic life. Collaboration with the Intercultural Indigenous Language Institute advanced indigenous language development, strengthening the visibility and appreciation of Garifuna and Maya cultural heritage within the UB community.

Celebrating Diversity Through Cultural Exchange and Student Leadership

The RLC's Multicultural Fair served as one of the year's most vibrant platforms for cultural exchange. Students celebrated the languages and traditions represented in English, Spanish, Mandarin, and indigenous language programs through presentations, performances, and interactive booths. These activities deepened language learning while fostering visibility, respect, and pride in diverse cultural identities.

Student-led clubs—including the RLC ESL Conversation Club and the RLC International Movie Club—created additional spaces for cross-cultural dialogue, shared storytelling, and peer connection. CESL students also contributed significantly to university and national events as interpreters, cultural ambassadors, and workshop facilitators, using their linguistic and intercultural skills to bridge communication gaps across diverse audiences.



Through these programs, partnerships, and student-led initiatives, the Regional Language Center not only taught languages but also cultivated an inclusive environment where international, refugee, and indigenous students were seen, heard, and empowered—firmly positioning the Center as a key driver of diversity and inclusion at the University of Belize.



Community Industry Partnerships



STRENGTHENING CONNECTIONS

THAT ADVANCE NATIONAL DEVELOPMENT

During the 2023–2024 academic year, the University of Belize continued to expand its network of community, industry, and international partners, reaffirming its role as Belize’s national university and a central driver of national development. Through strategic collaborations with government agencies, NGOs, private sector organizations, and global academic institutions, UB strengthened opportunities for students, deepened its research impact, and contributed to workforce and sectoral growth across the country.

Collaborations with Ministries, NGOs, and Private Sector Partners

UB’s partnerships with national ministries and development organizations remained vital in shaping responsive and relevant programs for Belize’s workforce. The University continued to work closely with the Ministry of Education, Culture, Science and Technology; the Ministry of Health & Wellness; the Ministry of Blue Economy; and the Ministry of Agriculture, Food Security & Enterprise. These collaborations enabled program enhancements, data-driven curriculum updates, and targeted training that address emerging sector needs.

Partnerships with NGOs—such as the Statistical Institute of Belize (SIB), Oceana Belize, the National Garifuna Council, and the Protected Areas Conservation Trust (PACT)—further advanced UB’s community outreach and research engagement projects that create meaningful, real-world learning experiences for students. Similarly, private sector organizations collaborated with UB in areas of internship placement, guest lectures, industry certification, and innovation-driven.

COMMUNITY AND INDUSTRY PARTNERSHIPS



COLLABORATIONS WITH MINISTRIES, NGOS, AND PRIVATE SECTOR PARTNERS

Engagements supporting national development and sectoral growth ^{1,1}



INTERNATIONAL MOUs AND JOINT ACADEMIC PROJECTS

Global partnerships strengthening research and learning



ALUMNI ENGAGEMENT AND GIVING

Initiatives fostering institutional support



UB'S LEADERSHIP IN NATIONAL DEVELOPMENT AND WORKFORCE TRAINING

Programs advancing skills and capacity building

International MOUs and Joint Academic Projects

UB expanded its regional and global presence through new and ongoing Memoranda of Understanding (MOUs) with universities and institutions across the Caribbean, Central America, North America, and Europe. These partnerships supported faculty exchanges, collaborative research, curriculum development, and online learning opportunities. These international engagements positioned UB as an active participant in global knowledge exchange while strengthening Belize's academic contributions to the region.

Key contributions included:

training for teachers, educators,
and public officers

technical skills development in
STEM and technology fields

support for community development
through applied research

capacity-building initiatives in
agriculture, environmental
management, health sciences, and
business

UB's Leadership in National Development and Workforce Training

As the nation's leading tertiary institution, the University of Belize maintained its central role in workforce training and national capacity building. Through short courses, certificate programs, targeted professional development training, and specialized workshops, UB delivered skills-based education aligned with industry needs.

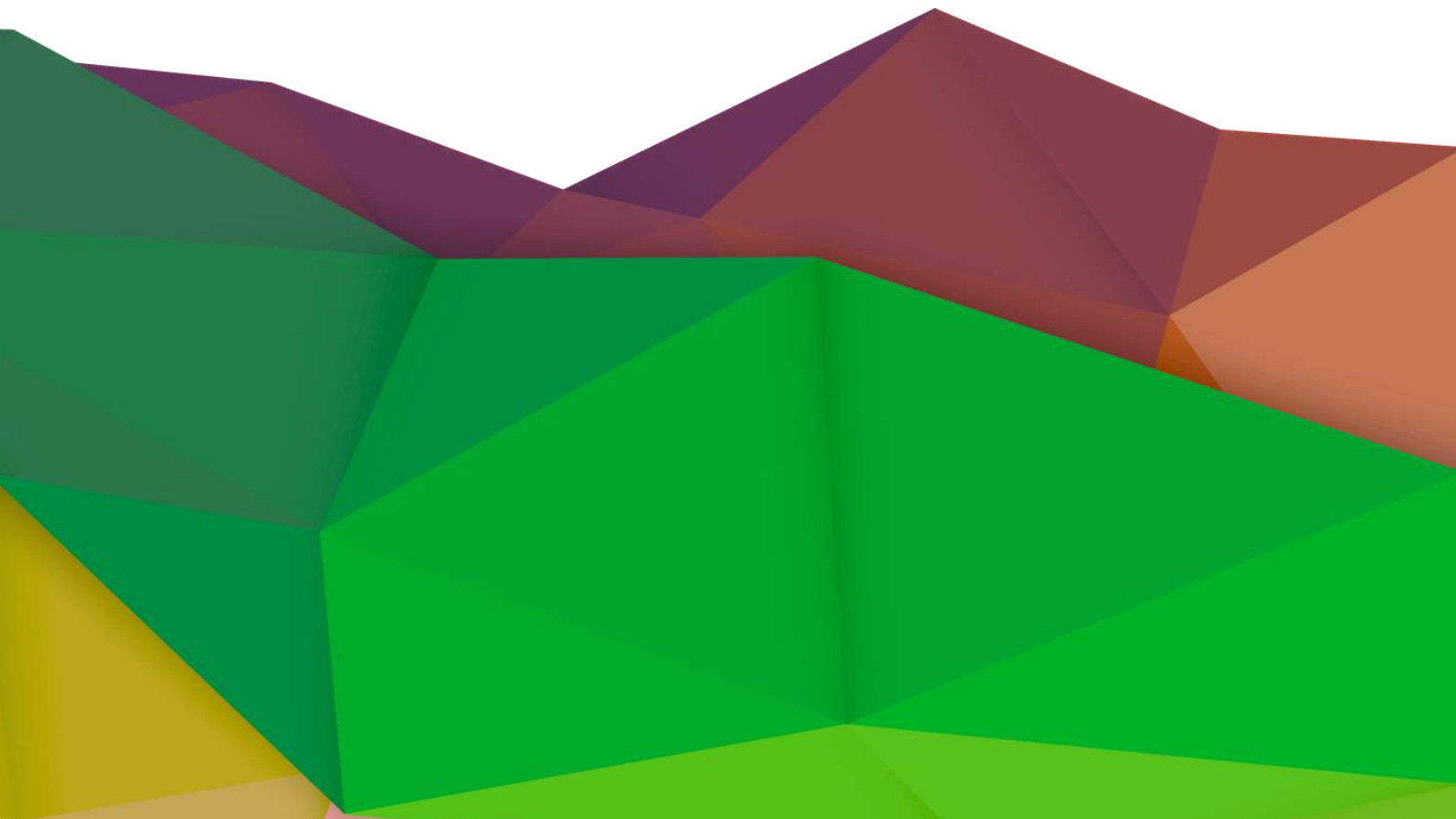
Alumni Engagement and Giving

Throughout the year, UB placed renewed emphasis on reconnecting with its growing alumni network. Alumni contributed to the institution through mentorship programs, guest speaking engagements, and support for student development activities. The President's Endowment Fund—supported in part by alumni—continued to grow, allowing UB to expand bursaries and scholarships for students facing financial constraints. Strengthened alumni engagement not only builds institutional pride but also reinforces UB's long-term commitment to developing leaders, innovators, and professionals who continue to shape Belize's economic and social landscape.





Challenges Future Goals



CONFRONTING CHALLENGES

LAYING THE FOUNDATION FOR A STRONGER,
MORE RESILIENT UB

Financial and Funding Constraints

Several units continued to navigate restricted financial resources, making it difficult to expand programs, upgrade technology, or acquire essential equipment. Limited budgets in some areas impacted operational efficiency, student engagement activities, and the modernization of teaching and learning environments.

Staffing Gaps and Capacity Limitations

A number of faculties and departments faced shortages in both academic and support personnel. Recruitment delays, increased workloads, and specialized skill gaps challenged service delivery, program coordination, and research productivity across the institution.

Technology and Infrastructure Needs

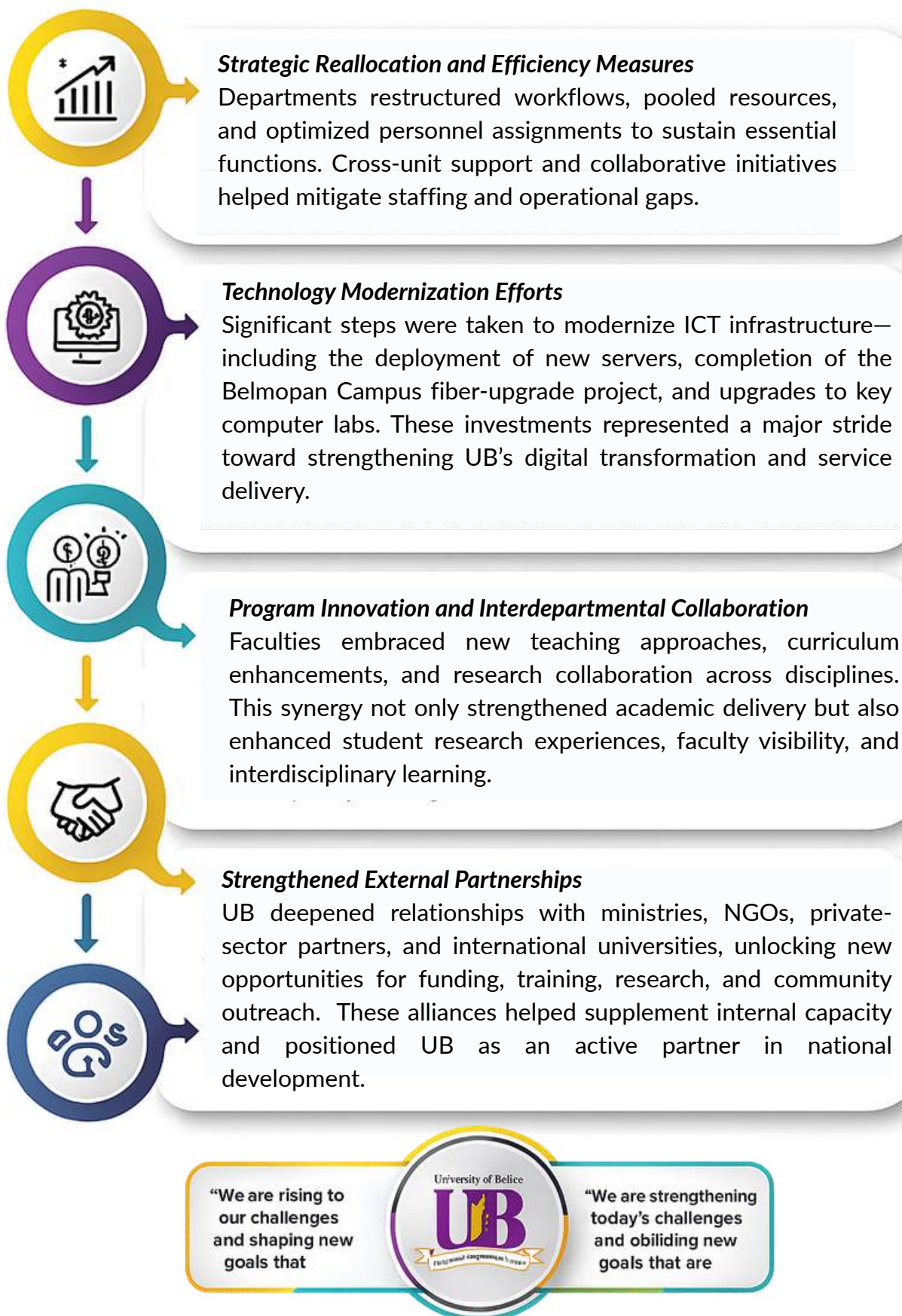
Significant technology upgrades were needed across multiple campuses to maintain modern, efficient operations. Issues such as aging equipment, inadequate digital tools, and insufficient multimedia or laboratory resources required immediate attention. The need for improved classroom technology, enhanced connectivity, and modern student-service systems remained a recurring theme.

Student Support and Engagement Challenges

As student needs became more diverse—ranging from mental health support to digital readiness—units struggled to keep pace with growing service demands. Some departments noted constraints in offering holistic student life activities, counseling services, and co-curricular programming at the scale students required.

Institutional Resilience and Adaptive Strategies

Despite these challenges, UB demonstrated strong institutional resilience through cohesive and targeted responses:



PRIORITIES FOR 2024–2025 ALIGNED TO THE RISE 2027 PILLARS



RESPONSIVE

Improve campus service delivery systems across academic and administrative units

Expand student support programs, including mental health resources



INNOVATIVE

Accelerate the integration of technology in teaching, research, and operations

Expand new program offerings in STEM, digital skills, and emerging sectors Advance UB's digital media strategy to enhance visibility and student life



SUSTAINABLE

Strengthen financial planning and resource diversification strategies

Advance community partnerships and applied research initiatives.

Expand environmentally conscious practices across all campuses



EXCELLENCE

Support faculty professional development and research output.

Enhance quality assurance processes, documentation, and performance metrics.

Improve campus infrastructure, safety, and learning environments

Emphasis on Quality Enhancement and Accreditation Milestones

A major institutional priority remains UB's progress toward its accreditation objectives. During the 2023–2024 year, significant work was undertaken to strengthen quality assurance frameworks, refine academic and administrative processes, and improve data collection systems.

Departments collaborated closely with the Office of Institutional Effectiveness and Quality Assurance to:

- update key policies and manuals,
- strengthen program review processes,
- improve student evaluation mechanisms, and
- document evidence for accreditation readiness.

These efforts mark critical milestones in the University's journey toward heightened institutional credibility, global competitiveness, and strengthened academic identity.



The University of Belize extends its deepest gratitude to the many individuals, teams, and partners whose commitment and contributions made the achievements of the 2023–2024 academic year possible.

We express sincere appreciation to the University of Belize Board of Trustees for their strategic leadership, steadfast guidance, and continuous support of the institution's mission and long-term development. Your oversight and vision remain instrumental in strengthening UB's role as Belize's national university.

We also thank the Government of Belize for its ongoing commitment to higher education and for providing the policy direction and resources that enable UB to serve the nation with excellence. Your partnership remains essential to advancing our academic programs, infrastructure, and capacity-building efforts.

To our community and industry partners, including ministries, NGOs, private-sector organizations, and international collaborators—thank you for the trust, cooperation, and opportunities you have extended to our faculty, staff, and students. Your engagement enriches our learning environment, supports national development, and strengthens the impact of UB's work across Belize and beyond.

We acknowledge with profound gratitude the dedication and hard work of our faculty and staff. Your professionalism, resilience, and commitment to students uphold the values of our institution and drive our progress year after year. Special recognition is given to the project leads, coordinators, administrative teams, and units whose contributions shaped this year's milestones—from academic initiatives and research breakthroughs to student services, technology upgrades, and campus development.

To our students, who are the heart of UB—thank you for your energy, innovation, and determination. Your achievements and aspirations continue to inspire everything we do. We further extend appreciation to our alumni, donors, and friends of the University whose generosity, advocacy, and belief in the transformative power of education help expand opportunities for current and future generations of UB students. Your contributions—whether through financial gifts, mentorship, volunteer work, or partnership—are invaluable to the University's growth.

Finally, we acknowledge every member of the UB community who contributed to the accomplishments documented in this Annual Report. Your collective efforts strengthen our institution and advance our mission of building a more educated, empowered, and prosperous Belize. Thank you for your unwavering support and partnership. Together, we continue to rise RISE!



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Calabash Caye Field Station
Turneffe Atolls
Central Belize

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Hunting Caye Field Station
Hunting Caye
Sapodilla Range
Southern Belize

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