



Annual Report

2021

University of Aruba

UA
VIBES



University of Aruba

Dream Big
Set Goals
Take Action





University of Aruba 2021 at a glance

Established
1988

Employees
126

Our purpose and direction

The University of Aruba will guide Arubans to deepen their knowledge and sense of being and belonging and is educating responsible global citizens, who are lifelong learners and who are prepared to answer Aruban community's research questions and contribute to national development. The University of Aruba is serving as an independent institute of higher education and research rooted in Aruba and contributing to a sustainable and dynamic future in a digitalized world.

Our students

Students
682

Graduates
223

Participants Lifelong
Learning
358

Research

PhD defences
3

Publications
52

Academic Outputs
128



Contents

REPORT FROM THE BOARD OF TRUSTEES	5
MANAGEMENT REPORT	9
EDUCATION	13
STATISTICS	15
RESEARCH	20
SERVICE TO SOCIETY	27
INTERNATIONALIZATION	31
OCW FUNDS	33
BUSINESS OPERATIONS	35
FINANCIAL STATEMENTS	42
LIST OF UA PUBLICATIONS	65



2021

REPORT FROM THE BOARD OF TRUSTEES

ROAD TO RECOVERY AND NEW BEGINNINGS

Throughout the year 2021 University of Aruba continued to be significantly affected by the pandemic and much of our focus was devoted to minimize its risks and effects on our students, staff, operations and the Aruban community. The UA operated in a flexible way adhering to frequently changing COVID protocols in place. Most of the education took place face-to-face supplemented with the online classes. Research and accreditation efforts continued in orderly fashion and travel of external guests and speakers as well as UA staff resumed especially in the second half of the year. UA continued to build on flexibility, blended learning capabilities and digitalization achieved during 2020.

In February 2021, UA staff and teaching activities moved from the administrative building located on the LG Smith Boulevard to the LSB campus housing new flexible work spaces in modular units.

UA in its stance of solidarity continued with the reduced salary and benefits of all its staff throughout the whole year 2021.

In July 2021, Dr. Glenn Thode resigned after serving

UA for 9 years as Rector to pursue other opportunities outside Aruba. BoT is very thankful for the contribution and dedication displayed by Dr. Thode in the position of Rector. Dr. Thode is succeeded by UA's new Rector Dr. Viola Heutger, who will guide the UA into a new era and strategic direction focused on research, sustainability, inclusiveness and collaboration.

Academic year 2020/2021 has seen a record number of new students staying in Aruba for their studies as opposed to going abroad, especially opting for the Academic Foundation Year. Academic year 2021/2022 student count returned back to its pre-pandemic levels. International exchanges of students and staff resumed. Center for Lifelong Learning recovered its activities to almost a pre-pandemic level in a combination of face-to-face and online events.

UA staff and students showed great efforts to continue fulfilling our mission in a year that kept being challenged by the pandemic. We are proud to be able to confirm that the UA community is sustaining these challenging times with minimum impact on our core objectives and operations.

Strategy, quality assurance and multi-year planning

In 2021, the Board of Trustees continued to work on the implementation of the new governance structure of the UA based on a two-tier board model. The new strategic plan began to take shape. Sessions have been held with staff and students to gain feedback on UA's vision, mission, values and strategic goals to be updated to the present time.

In September 2021, a re-accreditation site-visit of the FEF bachelor programs Accounting & Finance and Marketing & Business took place. In October a mid-term Internal Reviews took place of two bachelor programs: Organization, Management and Governance and Social Work and Development. These visits indicated improvement points necessary to maintain positive evaluation results and UA has elaborated on plans to achieve these and dedicated resources to address the points raised.

Financial Statements of the years 2020 have been voluntarily published on UA website. The UA considers this step important to promote transparency and alignment with good governance principles in Aruba and to build trust in public and semi-public institutions. In 2021 UA finalized setup of UA Research Center as a response to a growing number of requests for international research collaboration and the growth of funding opportunities for research in the Caribbean. It is recognized as an opportunity for the UA to establish itself as a solid research partner rooted in the Aruban context.

Future outlook

In 2023 UA will mark its 35th anniversary of serving Aruban Community with education and research. With the setup of the Research Center, SISSTEM and strengthening of the Good Governance and Leadership institute UA's outlook is to expand research infrastructure and support the Aruban society as it is rebuilding its economy with an emphasis on sustainability and good governance.

After a successful setup of the SISSTEM bachelor program focused on sustainable island solutions, UA is looking forward to set up a Master program in SISSTEM in early 2023 as well as expanding its campus with the addition of the Maria Convent building in 2023. The Master in Organization, Governance and Management is planned to commence in early 2023. UA in collaboration with IPA has launched a Language Center at the beginning of 2022 to meet language-related needs of our students and staff in the multi-lingual environment that Aruba is.

As the BoT we would like to express our continuous appreciation and gratitude to all UA employees for their contribution and commitment to the UA during the year 2021 and to all students for their resilience and cooperation and we look forward to each one's continued support in the years ahead.



Role of the Board of Trustees and Governance structure of the University of Aruba

The Board of Trustees (BoT) is an independent body of the University of Aruba (UA) responsible for the governance of the UA. In addition, the BoT oversees the progress on the fulfillment of the strategic objectives and the operational, personnel and financial matters of the UA. The members of the BoT in 2021 were: the President of the BoT, Herry M. Koolman; Vice-President of the BoT, Angelo Brete; members Rigoberto H. Croes, Petrisa I. LaSorte and a new member Eugene Martis appointed on 1 January 2021. The Daily Board with the participation of Rector, Business Director, President of the BoT and/or Vice-president of the BoT is considered the management team of the UA and is authorized to decide and advise on behalf of the BoT, subject to conditions and guidelines set by the BoT. The Rector is charged with the management and supervision of the day-to-day affairs within the University, subject to conditions set by the Daily Board and/or the BoT. The Advisory Board comprising of the Deans of the faculties and the Rector is an advisory body to the Daily Board, the BoT and the Faculties.





MANAGEMENT REPORT

Rector's report on mission, vision and change


In 1988, shortly after attaining the 'country' status within the Kingdom of The Netherlands, Aruba instituted the University of Aruba (UA). The UA is a legal entity with 'private company' legal rights and obligations, established by public law thru the 'Landsverordening Universiteit van Aruba' (LUA, AB 1988, 100). The LUA attributes the following function to the University of Aruba.

By offering higher education, the University has the task to:

- a.** prepare students for responsible social functions, which require higher education,
- b.** promote understanding of the interconnectedness of the sciences, and
- c.** promote awareness of community responsibility.
- d.** collaborate with institutions and organizations that practice scientific research, both on and off the island.



Prof. Dr. Viola Heutger,
Rector University of Aruba



In 2021, the coronavirus pandemic still had an impact on the daily academic life of the University of Aruba and demanded flexibility and extra commitment of all the members of its academic community. Today we deliver more online classes, plan less campus activities and organize smaller ceremonies for well-deserved diplomas. The pandemic has been and still is especially difficult for our students.

As the new incoming Rector, I had the privilege to symbolically receive the keys to the University of Aruba in the middle of the year, July 1st, 2021, to be exact. During those first summer months I had the pleasure of getting to know the highly motivated staff, inspected the buildings with the facility manager, was introduced to our digital environment and got to know our students.

Despite the pandemic, we opened the academic year by welcoming 219 first-year and 80 AFY students, who joined the 395 students already enrolled in our academic programs. The UA-Erasmus program welcomed 37 incoming exchange students from 8 countries, thereby enriching our classes and acting as their country's ambassador to our students searching for possibilities to go abroad. A total of 30 Aruban students left for exchange to Spain, Belgium, Sweden, Germany, and Greece.

Our web appearance on www.ua.aw changed during 2021 inviting the visitor to look for Academic programs, as well as activities for the whole community of Aruba organized by our Centre for Lifelong Learning. The website provides information on exchange possibilities and how to follow us on social media. Furthermore, we started a research database on our website to make our research more visible.

The curriculum of our law school was positively evaluated by the independent educational accreditation organization for higher education institutions in the Netherlands and Flanders (NVAO) and awarded the so-called "civiel effect" that enables our students to choose between a legal career here in Aruba or in the Netherlands without any extra study load. Other visitations and mock accreditations showed that we offer study programs that meet the needs of the island.

We are steadily continuing to expand our academic capacity and strengthen our educational quality. During 2021 we welcomed three extraordinary professors at the University of Aruba: two in the Faculty of Arts and Sciences (FAS), prof. dr. Wieger Bakker and prof. dr. Mirko Noordegraaf; and one in the Faculty for Hospitality and Tourism, prof. dr. Robin DiPietro. Three academic staff members completed their PhD defenses. Dr. Madhu Jadnanansing, Dr. Rosabelle Illes and Dr. Eric Mijts now add their expertise to our ambitions to grow as an academic institution. The strong bond between the University of Aruba and the University of South Carolina was renewed during a visit by the Rector to meet with the President of the University of South Carolina.

The University of Aruba offers a learning environment, where students and staff can enjoy the historic building and the rich biodiverse outdoor spaces, the latter was enriched in 2021 by introducing local trees planted on the campus in cooperation with the Ban Lanta y Planta foundation. In this academic year we were not just alone at home with our laptops; we collaborated with other lecturers in Aruba, as well as from Belgium, the Netherlands, Germany and the US. Every program contributed to strengthening and expanding the UA's goal of internationalization. Next to our languages of instruction, English and Dutch, Papiamentu and Spanish courses were also offered, and a new course on Dutch for beginners was designed to especially meet the needs of our incoming Erasmus students. A new Language Center in cooperation with IPA was launched with the task of coordinating all language classes at the University, carrying out research and working on a language policy. Finally, during this year the first decisions were taken to set up a new research center that will become operational in 2022.

The University of Aruba is our national institute of knowledge and research, serving society by educating and developing students, encouraging academics and working with all interested parties. As Rector, I am thankful to serve the University of the Aruba and the Aruban society.



Our mission

We strive to bring together inspired people who conduct and deliver quality research and higher education in order to enhance the students' and alumni capabilities to participate in the dynamic and ever-changing world, resulting in responsible, satisfied global citizens, who are lifelong learners and who are prepared to positively contribute to the community's quality of life.



Our Values

At the UA, we value openness, personal and social awareness, collaboration, mindfulness, excellence, accessibility and innovation to help become the best graduates, educators and researchers.



Our Vision

To build an exceptional institute of higher education and research that is recognized nationally, regionally and internationally as a leader in high quality teaching and relevant research that educates students for a sustainable and dynamic future. We aim to be a place that underscores and fosters possibilities, liberties, and personal and social responsibilities.



Business Director's report on organization, staff and administrative developments

2021 started as 2020 closed, with the whole world still in the middle of a pandemic that affects everybody in their private and professional lives. Having been able to adapt most ongoing processes at the University of Aruba due to Covid, the pandemic was less of a shock to the system in 2021, compared to 2020, but unfortunately there was also no return to normal, pre-Covid conditions.

With financial uncertainty still impacting the organization and a need to adapt to ever looming next waves of Covid cases, the organization had no choice but to continue moving forward. When the circumstances allowed it, the organization tried to execute certain activities in a pre-Covid like manner, such as the fall Open House, where we were able to welcome prospective students. At other moments we were forced to adapt and make do, such as in welcoming our new Rector and marking this with (or in this case, without) the appropriate academic celebrations.

The technical infrastructure of the University was enhanced even further in 2021 and now all UA classrooms are equipped with online/blended learning facilities, more laptops were acquired to ensure the online presence of both Academic and support staff and ICT provided online and hands-on support to all who were in need.

The expansion of the University's physical facilities was negatively impacted due to the pandemic, as the start of the renovation of the Maria Convent and building the laboratory facilities could not start due to booming prices for both building materials as well as shipping. A new timeline pushed this entire development back at least 1 additional year, which has a tremendous impact on the execution of the SISSTEM program's teaching and research possibilities, as well as the operational burden on all faculties and staff pertaining to classroom and office space usage.

Despite the impact of Covid, the University of Aruba and its staff were able to execute the educational programs, continued to do research and provide services to society, even if it had to be in an altered capacity. We are setting the agenda for further organizational, academic and procedural improvements and opportunities, working on a strong but attainable Strategic plan for the next 5 years.



drs. Patrick Arens,
*Business Director of the
University of Aruba*



Education

Introduction

The UA traces its history back to 1988, the beginning of the Faculty of Law (FdR). The Faculty of Accounting, Finance and Marketing (FEF) was founded in 1993, followed in 2005 by the Faculty of Hospitality and Tourism Management Studies (FHTMS) and the Faculty of Arts and Science (FAS) which began in 2009. In 2016 the UA started the Academic Foundation Year (AFY), with the purpose of serving as a bridge between high school and university. On August 1, 2019, the University of Aruba launched the SISSTEM (Sustainable Island Solutions through Science, Technology, Engineering and

Mathematics) project, an ambitious program aimed at developing critical capacity for Sustainable Island Solutions, the SISSTEM bachelor program falls under the FAS. The UA is unique by the individual attention it gives to each student with more intimate and interactive classes, and its diverse social scene and learning environment. Lecturers teach both the local and international social, political, and economic landscape, and students get to learn from guest lecturers from partner universities as well as exchange students with vastly different cultures and customs in a friendly and informal atmosphere.



Faculty of Law (FDR)

The goal of the program is to deliver graduates who can fulfill duties as judges, prosecutors and lawyers in the Aruban legal system. Graduates can also fulfill other roles in the society, as the study prepares the student to be competent in all the major legal fields or disciplines, both in private and public law. For more information, refer to: <https://www.ua.aw/fdr/>



Faculty of Accounting, Finance and Marketing (FEF)

The goal of the FEF programs is to foster the professional skills and professional attitude. The vision is to deliver graduates who are analytically thinking professionals with an eye for innovation and intercultural cooperation in order to stimulate and achieve the sustainable development of the Aruban economy. For more information, refer to: <https://www.ua.aw/fef/>



Faculty of Arts and Science (FAS)

Established as a multi-study faculty, the FAS contributes to the diversity of the student population, the teaching staff, and the program of study. Sustainability, diversity, civic participation and identity are the core values of the FAS. For more information, refer to: <https://www.ua.aw/fas/>



SISSTEM develops sustainability initiatives at an academic level, encourages resilience in small island states, and educates a new generation of academics who have the skills and capacity to make these policies a reality. For more information, refer to: <https://www.ua.aw/sisstem/>

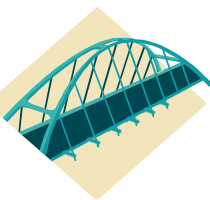
Faculty of Hospitality and Tourism Management Studies (FHTMS)

The Bachelor program has the goal to offer students and professionals opportunities to achieve both academic and personal skills and competencies to succeed in the international business world, with a focus on the Tourism and Hospitality sectors. The MBA aims to inspire innovation and innovative thinking and to instill the skills needed to create viable sustainable strategies in future business environments through interactions with experienced scientists, leaders, and professionals. For more information, refer to: <https://www.ua.aw/fhtms/>

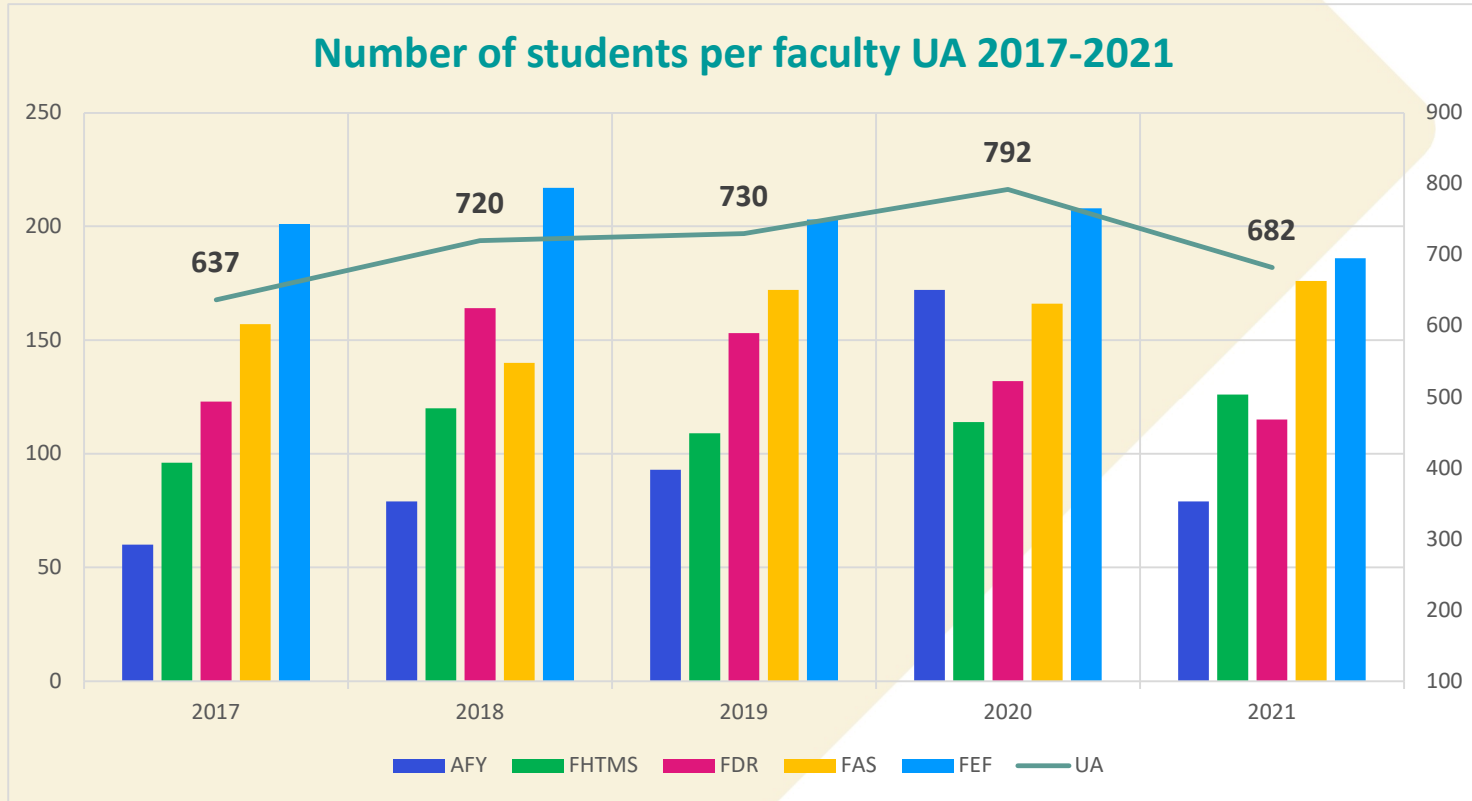


Academic Foundation Year (AFY)

The AFY program aims to bridge the gap between high school and higher education and offers students from Aruba a great opportunity to be better prepared for their academic careers. The whole program is focused on exposing students to a broad palette of experiences leading to successful academic learning. All the courses in these tracks follow a standard structure and are based on student centered learning. For more information, refer to: <https://www.ua.aw/afy/>



Statistics



** Students in these charts represent active students.*

Students

Pandemic had a profound effect on the number of students that opted to stay in Aruba as opposed to going abroad. UA has processed a record number of 924 (re)application for the registration period 2020. In 2021 registration period, the number of students dropped down to just below pre-pandemic levels.

FEF remains the biggest faculty. FAS and FHTMS has seen increase in student count year on year.

Programs

Composition of program size per faculty in 2021 is shown in the figure below.

Programs per faculty 2021
Size based on number of students



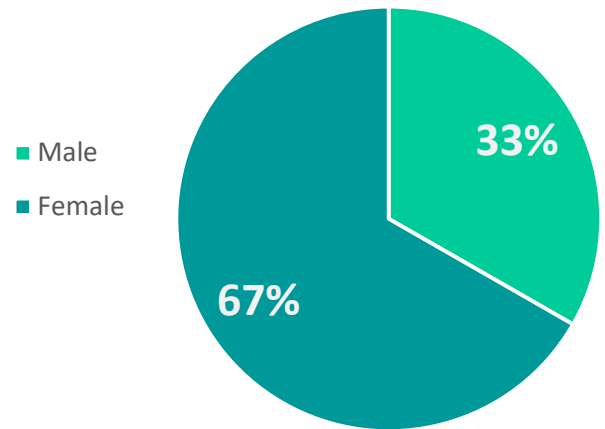
In 2021: UA offered 2 master programs with 59 students (2020: 69) and 8 bachelor study programs with 470 students (2020:460). 79 students attended AFY (2020: 172).

Number of accepted students per program			Degree	2021	2020	2019
FAS	AOGMB	Organization & Management	BA	69	60	61
	ASWDB	Social Work	BA	68	65	64
	AWVOL	Mathematics	BA	9	19	35
	SIS	SISSTEM	BA	30	22	12
FDR	DDPIETL	Double Degree Program	MA	0	0	8
	RB	Bachelor in Law	BA	87	98	107
	RM	Master in Law	LLM	28	34	38
FEF	FBEB	Accounting and Finance	BA	81	78	80
	FCEB	Marketing	BA	31	39	32
	FNOVAA	Post Bachelor Accounting	AA	5	7	8
	FP	Propaedeutic	Certificate	69	84	81
	PBCONT	Post Bachelor Controlling	Certificate	0	0	2
FHTMS	TITMB	Tourism and International Business	BA	95	79	88
	TMBA	Master of Business Administration	MBA	31	35	21
AFY	AFY	Academic foundation year	Certificate	79	172	93
Total				682	792	730

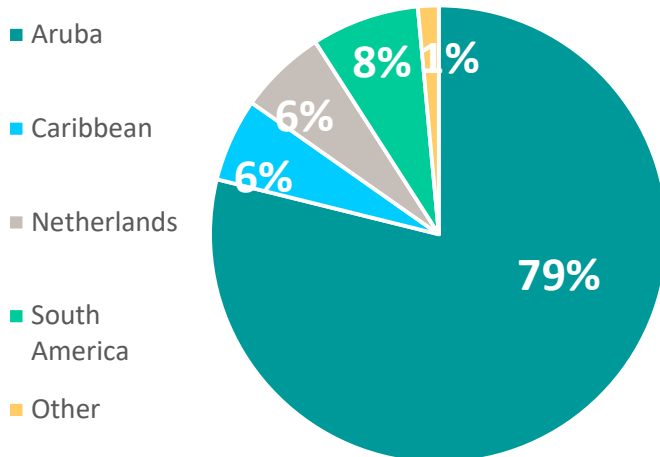
Demographics

University of Aruba has a diverse student population. In 2021 in line with the average of the last 5 years, UA students have been pre-dominantly female. 21% of UA students have birthplace other than Aruba. 12% of all UA students in 2021 were 35 years or older.

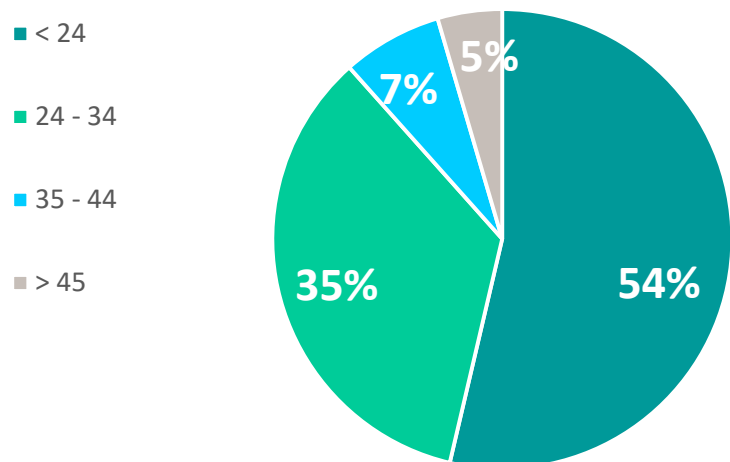
Male/Female students UA 2021



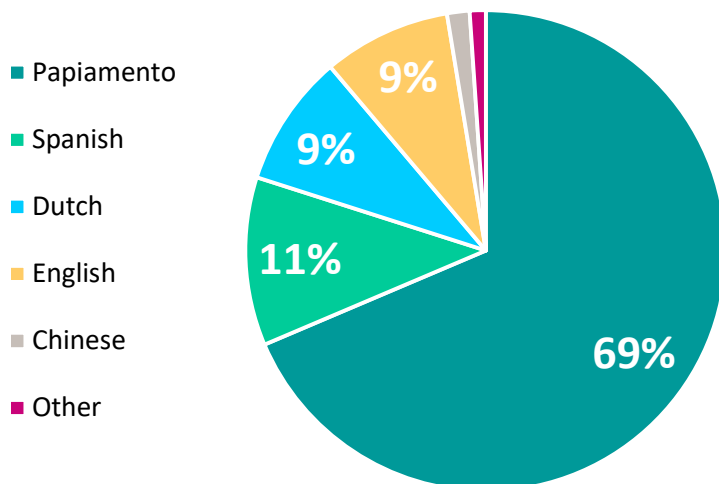
Students by Birthplace UA 2021



Students by age group UA 2021



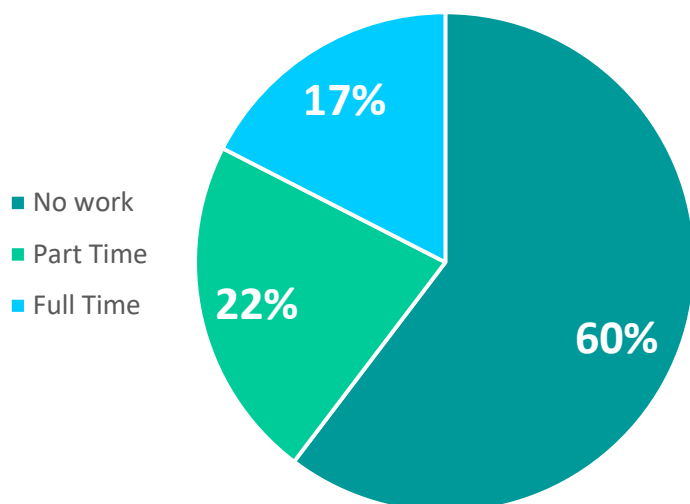
Students by Language spoken at home UA 2021



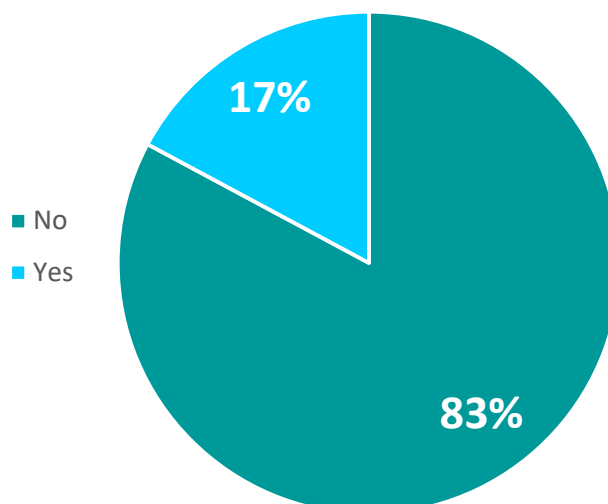
Aruba is a multilingual society. Majority of the classes at the University of Aruba are taught in Dutch or English language, while the languages spoken at home of students are mainly Papiamentu and Spanish.

39% of students of University of Aruba have some form of employment, while 17% work full time. 17% of UA students are parents.

Student working status UA 2021



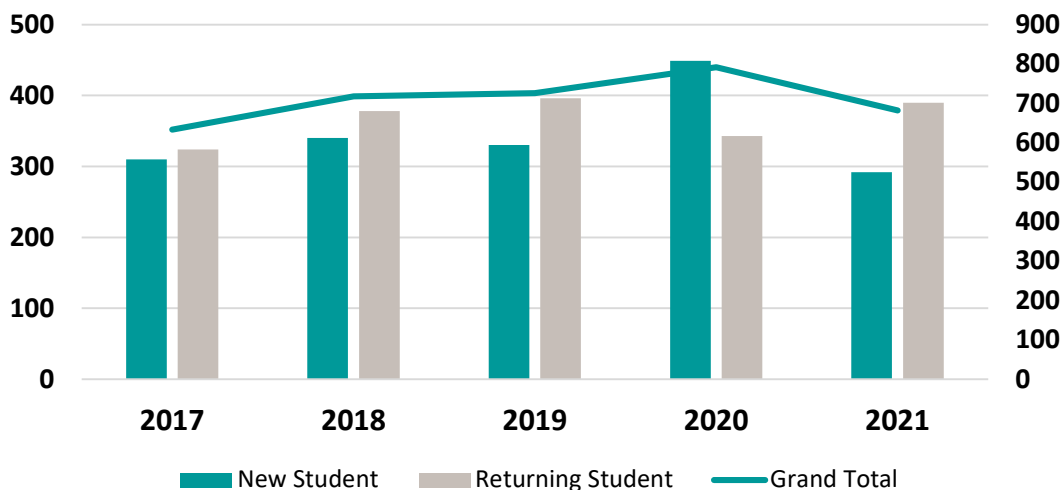
Students with children UA 2021



New compared to Returning students

UA has generally more returning students than new students, this was the case also in 2021. With the exception of 2020, when the balance shifted to a majority of new students, mainly caused by an 85% increase in AFY students due to pandemic travel restrictions.

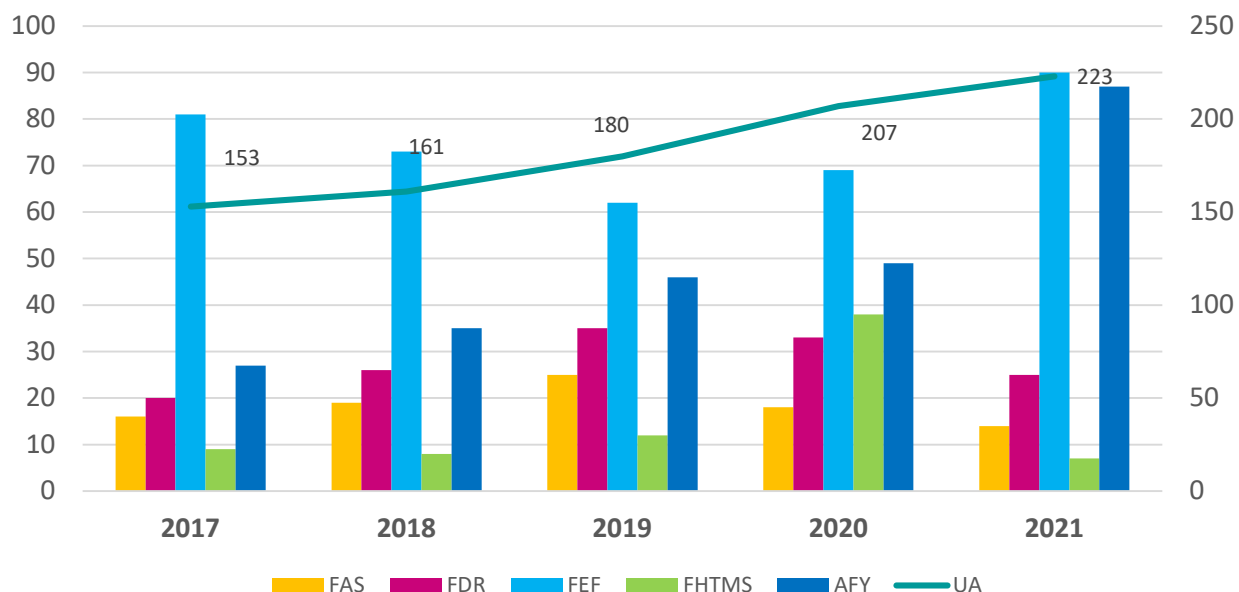
New and returning students
UA 2017-2021



UA Graduates

The following chart shows the number of graduates and certificates at UA by faculty:

2017-2021



Research

Introduction

Research and social services are two of the main tasks of the university as grounded in the law 'Landsverordening Universiteit van Aruba (LUA)' and in the UA's strategic plan. Research is a cornerstone in all our undergraduate and graduate programs and forms an important part of the curriculum. Faculties conduct research on a broad range of topics and processes and collaborate with numerous local and international institutions. The results are shared with the Aruban and international community through education, publications, symposia, lectures and other activities.

The main ambitions of the UA for research are: high-quality research with social impact in Aruba and the region, obtaining more third party funds for research and more commitment to local and international cooperation. To be able to fulfill these ambitions, it is necessary that the UA further develops funding opportunities in Aruba and abroad. It is recognized that drawing up a unified Research Agenda is a necessary instrument for managing these ambitions. University of Aruba is developing a Research Center which will serve as a platform for developing, stimulating and facilitating research across faculties and academic networks, and will potentially serve as a National Research Center.

In 2021, three staff members of the UA obtained their PhDs, and the engagement of UA staff in research programs further expanded. This can clearly be seen in the growing number of publication outputs and in the engagement in international research conferences and research groups. In June 2021, UA researchers presented the UA-research programs and projects at the Dutch Caribbean Research Week, organized by NWO, demonstrating the strength and the width of the UA research capacity.



In 2021, UA together with partner institutes has participated in the call for ZonMW projects COVID-19: Societal dynamics in the Dutch Caribbean. Two consortium proposals in which researchers of the University of Aruba are involved have each been granted:

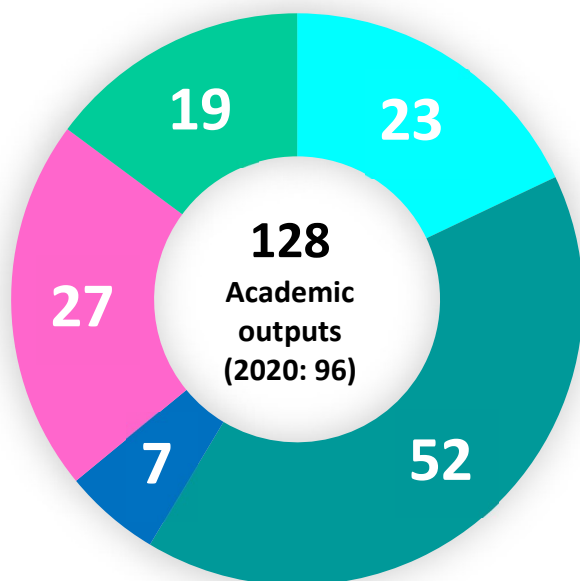
COVID-19: Food security and economic diversification;

Upholding Human Rights in a Pandemic: the Social Impact of COVID-19 Measures on Vulnerable Families in Curaçao, Aruba and St. Maarten.

Furthermore researchers at the UA participated in the NRO-call "The Caribbean teacher of the 21st century - 2021" and in the Resilience, Sustainable Energy, and Marine Biodiversity Program for Caribbean Overseas Countries and Territories call.

Academic output

Academic output per type UA 2021

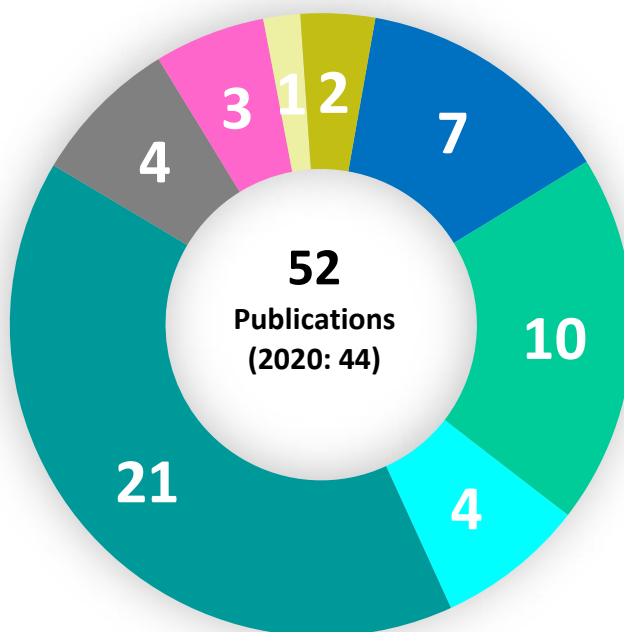


- Conference/Presentation/Webinar
- Publication
- Publication in progress
- Research in progress
- Other

In 2021, 128 research and academic projects (2020: 96) were realized by the employees of the UA.

Publications UA 2021

- A1 - Articles in scientific journals
- H1 - Chapters in books
- ME1 - Publication as editor or co-editor
- N1 - Note to a judicial decisions
- V - Minutes and reports
- D - Dissertation for Doctorate
- R - Book review
- MA1 - Monography as author or co-author



*Refer to the full list of publications in the attachment to the Annual Report.

Below are highlights of some of the research projects and collaborations in 2021.

University of Aruba Research Center

In 2021, the Board of Trustees of the University of Aruba has decided to establish a University of Aruba Research Center to further support, streamline and facilitate the development of research at the UA. This research center will develop and support an institutional research management framework with a focus on the balance between human resources, budgets and deliverables and will also work on visibility of UA-research. For this purpose an institutional research committee and ethics committee will be installed and a research information management system will be implemented. The center will also support funding development, network development and research skills seminars and courses.



Eric Mijts PhD defense



Madhu Jadnanansing PhD defense

PhD research

At the University of Aruba, about 20 staff members are engaged in PhD-research. In 2021, three researchers obtained their PhDs:

- In April Madhu Jadnanansing successfully defended her PhD entitled "Women in hospitality leadership: barriers and best practices in Aruba" at the UA ;
- In September Rosabelle Illes successfully defended her PhD, entitled "Between a rock and a hard place: Challenges, strategies and resolution of value conflict mediation" at Leiden University;
- In October and November Eric Mijts defended his dual PhD entitled "The situated construction of language ideologies in Aruba: A study among participants in the language planning and policy process" at the University of Ghent and at the University of Antwerp.



Rosabelle Illes PhD ceremony

OGM Research program

The Faculty for Arts and Sciences' Organization, Governance and Management program continued the implementation of its multidisciplinary research program: Navigating Complexity. Organizing Quality in Small Island States. The aim of this research program is to contribute to the improvement of the quality of the organizing capacity on and in small island communities. Students of the OGM bachelor program conducted research related to the topics of this research program in various modules of their studies, during their internship and thesis. They also assisted with third-party research of the Aruba Good Governance and Leadership Institute (*GG&L). An example of student involvement is their support for research on opportunities for economic integration of Venezuelan refugees and migrants in Aruba. They did this in collaboration with AEclips, the Association of International Economic students at Erasmus University.

The OGM research program is the result of the collaboration between the UA extraordinary professors Noordegraaf and Bakker and UA lecturers, in consultation with the Aruban stakeholders. In November Mirko Noordegraaf and Wieger Bakker delivered their inaugural speeches as extraordinary professors at the UA. Prof. Noordegraaf's speech was titled Grounded professionalism: Reflections on the contextualization of professional services; Prof. Bakker's speech was titled Mobilizing community voices in governance. Towards an UA-agenda for enhancing empowerment and responsiveness.



Inauguration speech prof. Bakker



Inauguration speech prof. Noordegraaf

FHTMS Extraordinary Professor

Director and Professor of the School of Hotel, Restaurant and Tourism Management of the University of South Carolina Dr. Robin DiPietro received her Professorship within the Faculty of Hospitality and Tourism Management Studies at the University of Aruba in April 2021. She has been instrumental in developing the faculty of the Hospitality and Tourism Management Studies in the last 15 years and assisted in profiling the faculty and the University of Aruba as a research partner to the industry by doing research in the island nation on topics such as customer perceptions of authentic foods and sustainability, timeshare customer perceptions, HR issues in the Aruban lodging industry, the Aruban foodservice industry report.



Inauguration prof. DiPietro

*GG&L

The Aruba Institute for Good Governance and Leadership (*GG&L) continued to build its portfolio of multi-disciplinary research services to the Aruban society in 2021 related to the OGM-research program: Navigating Complexity. Organizing Quality in Small Island States. In 2021, there has been an increase in requests for third-party research. Outputs include: Research on Vulnerable groups - urgent needs. An analysis of the needs in the Dutch Caribbean of vulnerable groups and of points of leverage for a programmatic approach; an effectivity study of an education program for adults with type-2 diabetes; an Advice on literacy and participation in the information society; and involvement in the COVID-CAS research project.



SISSTEM

During the first three years of the SISSTEM project, 11 PhD-projects for Sustainable Development in Small Island States are being initiated in close collaboration between the University of Aruba and KU Leuven. Eight projects have started in 2020, two more have started in 2021, the last project starts on March 1 2022.

In August Francis Laclé started his research project entitled "Aging in Place in Aruba in Comfort and Security with Internet of Things (IoT) Services" and in the same month Jeltzlin Semerel started work on her research into "Valorization of Aloe Vera Waste"

SISSTEM team members are actively involved in research collaborations. This includes the ZonMw funded research project "COVID-19: Food security and economic diversification" in which researchers from the University of Aruba, the University of Curaçao and the University of Sint Maarten collaborate in a study on the impact of the COVID-19 pandemic on the state of food security in the island states involved. Another program that is worth mentioning is the "Interdisciplinary program to build the resilience of marine protected areas in tourism destinations" in which a substantial consortium of 9 knowledge institutes led by Wageningen University develops institutional capacity, education programs, Marine park resilience dashboards, a governance toolbox and tools for public awareness.



Energy audit Aruba Airport Authority

Alba de Augustin, Eric Mijts and the students of SISSTEM bachelor 1 (academic year 2020 – 2021) conducted an energy audit of facilities at the Queen Beatrix Airport of Aruba and presented the findings of their sustainability consultancy to the representatives of Aruba Airport Authority N.V. AAA's Directors.



Sustainable Island Futures

One of the promises that were made for the SISSTEM program was the organization of regional sustainability research symposia. As the COVID-pandemic disrupted the organization of live seminars, Nigel John and Eric Mijts of the UA together with Simron Singh of Waterloo University decided to go online. Two Sustainable Island Futures symposia were organized in June and December 2021. The focus for these symposia is on research design, contextualization of methodologies, theoretical frameworks or research outcomes on resource circularity, island metabolism, islandness or on threats and opportunities that hinder or further sustainable development and resilience of small island states with regards to food security, food production, food chains, nutrition and biomass flows.

Networks

Researchers at the UA collaborate with colleagues at local partner institutes in education, administration, care and governance, but also team up with regional partners, including the colleagues at the University of Curaçao, the University of Sint Maarten as well as the University of the West Indies. Beyond that, the research network stretches to all Dutch, most Flemish, and many other North-American and European universities, as well as to international networks like the Global Resilience Research Network, the United Nations Sustainable Development Solutions Network.

COVID-CAS Project

Upholding Human Rights in a Pandemic: the Social Impact of COVID-19 Measures on Vulnerable Families in Curaçao, Aruba and St. Maarten.

Research team: Curaçao Biomedical & Health Research Institute (CBHRI), University of Utrecht (UU), University of Aruba (UA), University of Sint Maarten (USM) and University of Curaçao (UoC)

The COVID-CAS project was approved by ZonMW in March of 2021. The research team has developed a theoretical framework by combining two disciplines: human rights law and social impact. The input provided by the researcher at Law Faculty was integral to ensuring that the human rights law discipline is well integrated within the theoretical framework. This framework has now been operationalized in interview guides that are being used to conduct interviews with vulnerable families and other relevant respondents.

In terms of capacity building the UA (Faculty of Law and Faculty of Arts and Science) has developed the course Human Rights Research Clinic. Law and OGM students have received training to strengthen their research skills and were also involved in the COVID-CAS project. The UU also developed a special curriculum on interviewing skills for the local research teams. These were attended also by researchers at the Faculty of Arts and Science. Another special curriculum was developed by the CBHRI for the local research teams on transcribing skills. This has enabled a number of students at the Law Faculty to participate as transcribers within the project. A twinning project coordinated by the UU resulted in the research cooperation between UU students and students at the Law faculty.



Traveling Caribbean Heritage

Because of the Covid-19 pandemic, the Traveling Heritage team was forced to revise its plans. However, as NWO has granted an extension of the project until mid-2022, we may be able to organize a series of events in the Spring of 2022. The TCH program resulted in the publication of three peer-reviewed edited volumes, published by Leiden University Press. The first two books were edited by Gert Oostindie and Alex van Stipriaan; most of the articles were (co-)written by team members, of which four from researchers at the University of Aruba (Alofs, 2021a; Allen, Alofs, De Geus and Smeulders, 2021; Cane, 2021 and Franken 2021). Both books discuss the dynamics of cultural heritage of the ABC islands and processes of nation building and nation-branding. See <https://www.lup.nl/publications/heritage/antilliaans-erfgoed-1/> and <https://www.lup.nl/publications/heritage/antilliaans-erfgoed-2/>. The third book, Cultural heritage and the nation; Aruba, Bonaire and Curaçao in Caribbean perspective, will be published in 2022 and is edited by Alex van Stipriaan - KITLV, Luc Alofs – UA, and Francio Guadeloupe - KITLV.

Luc Alofs (2021b) published the autobiography *Goddelijk zoals gewoonlijk*, on the life and times of the Aruban-Surinamese artist Mo Mohamed. Book launches were presented at the University of Aruba, the University of Curacao, and Artisa Art Gallery, San Nicolas. See <https://lmpublishers.nl/product/goddelijk-zoals-gewoonlijk/>

FEF research

The FEF is in the process of reviewing its vision and mission. The outcome will encompass a renewed and comprehensive strategy on its research efforts. FEF lecturers are for example involved in practical research on topics related to finance and investments. The research effort leads to articles that are frequently published in practitioners journals. The research typically covers topics like risk and reward of global securities and in-depth analyses of the fundamental outlook of certain asset classes, sectors, or individual companies. The research serves as illustration material in class of relevant courses. FEF faculty Saskia Franken is a PhD candidate at the Erasmus School of Social and Behavioral Sciences at Erasmus University, the Netherlands. Her research focuses on promoting healthy drinking behaviors among Aruban children and young adolescents through social network interventions. In 2021, she investigated which theory-based water consumption determinants are the most important for young adolescents residing in Aruba and whether there are differences between Aruba and the Netherlands regarding these determinants.

Service to Society



Aruba Institute for Good Governance & Leadership (*GG&L)

Organization;

The Aruba Institute for Good Governance & Leadership (*GG&L) is an independent, multi-disciplinary and not-for-profit competence center of the University of Aruba. The institute is organized within the current UA structure, using services of the UA Center for Lifelong Learning (CLL). All faculties work together, in close cooperation with partners from the Aruban and regional societies. Mieke de Droog, Ph.D. is the Program Director of *GG&L.

Mission;

*GG&L organizes activities for public and private professionals, civil servants, politicians, scholars, administrators and board members, as well as for opinion leaders and the Aruban public at large around the six core themes of the institute: Integrity & Governance; Collaboration and Cooperation in Public Services; Public Accountability and Responsive Government; Responsible Leadership; Building Blocks for Sustainable Governance; and Media, representation and democracy.

Activities;

*GG&L organizes activities for public and private professionals, civil servants, politicians, scholars, administrators and board members, as well as for opinion leaders and the Aruban public at large around the six core themes of the institute: Integrity & Governance; Collaboration and Cooperation in Public Services; Public Accountability and Responsive Government; Responsible Leadership; Building Blocks for Sustainable Governance; and Media, representation and democracy.



1. Training and consultancy;

Together with lecturers of the UA, CLL, stakeholders in Aruba and abroad, *GG&L (co-)organized various training seminars for professionals in the private and public sector. Examples are the project Capacity Building for the Implementation of the Sustainable Development Goals (SDG's) in Aruba (with ICON Institute, and the National SDG commission for Aruba) for which a dozen courses were offered to public servants in the area of Policy, Programming and Management and Statistics and Data Production and 207 certificates were granted; training Debating in the public arena for (future) politician; seminar on Risk management and Governance in times of Crisis and a tailor-made training Business Integrity, Corporate Governance and Money Laundering for Post Aruba NV.

2. Research;

There has been an increase in requests for third-party research, see *GG&L Research section of this report and www.ua.aw/goodgovernance.

3. Public lecturers and dialogues

Given the measures, and restrictions resulting from the COVID-19 pandemic, one public lecture was organized: Debunking leadership myths: What the unlikely case of the EU can teach us by Prof. dr. Femke van Esch, Utrecht University.

4. Partnerships for the goals

To achieve its mission, *GG&L actively seeks partnership with stakeholders, both inside and outside the university. This is evidenced by the above-mentioned activities in 2021 that have come about in collaboration with various stakeholders, and by the increasing invitations that *GG&L receives and wholeheartedly accepts. This includes being part of the dialogue group Slavery of the Ministry of Internal Affairs and Amnesty International, and to be part of the stakeholder meeting for the Strategic Plan of CEDE Aruba 2022-2026. A think tank session within the University of Aruba about the further development and activities of *GG&L was organized in 2021. In 2022, a follow up session, also with various external stakeholders in the Aruban community will be organized.

CLL

Center for Lifelong Learning

**Professional development
and personal enrichment for
everyone, anywhere, anytime
in the new normal**



In 2021, the Center for Lifelong Learning continued to embark on its learning journey set forth by the pandemic. CLL in 2021 allowed for everyone, anywhere and at any time to continue growing professionally and personally. Our bi-monthly newsletter served to continue to keep our lifelong learners informed and intellectually engaged. With an increase in organized activities, the newsletter served as a platform to streamline all our upcoming activities in one place.

In comparison to the previous year, in 2021 CLL saw an increase of 10% in the number of activities organized. We offered a total of 56 events under the header of short courses, (in-) training, workshops, and 'studium generale'. 42% of these events were either online or hybrid.

Collaboration and cooperation between universities, government and specialists of industries play a crucial role for CLL. Our collaboration with the 'Taalcentrum Vrije Universiteit Amsterdam' is an ongoing and successful partnership offering Dutch and English training courses to the public and private sector. New partnerships were established with Raven Advies & Van Dijk Training en Opleiden to facilitate training to the financial, banking and insurance sector. CLL also facilitated and supported external parties with their events such as MOT, ICON and Saxion Hogeschool's (National Integrity system).

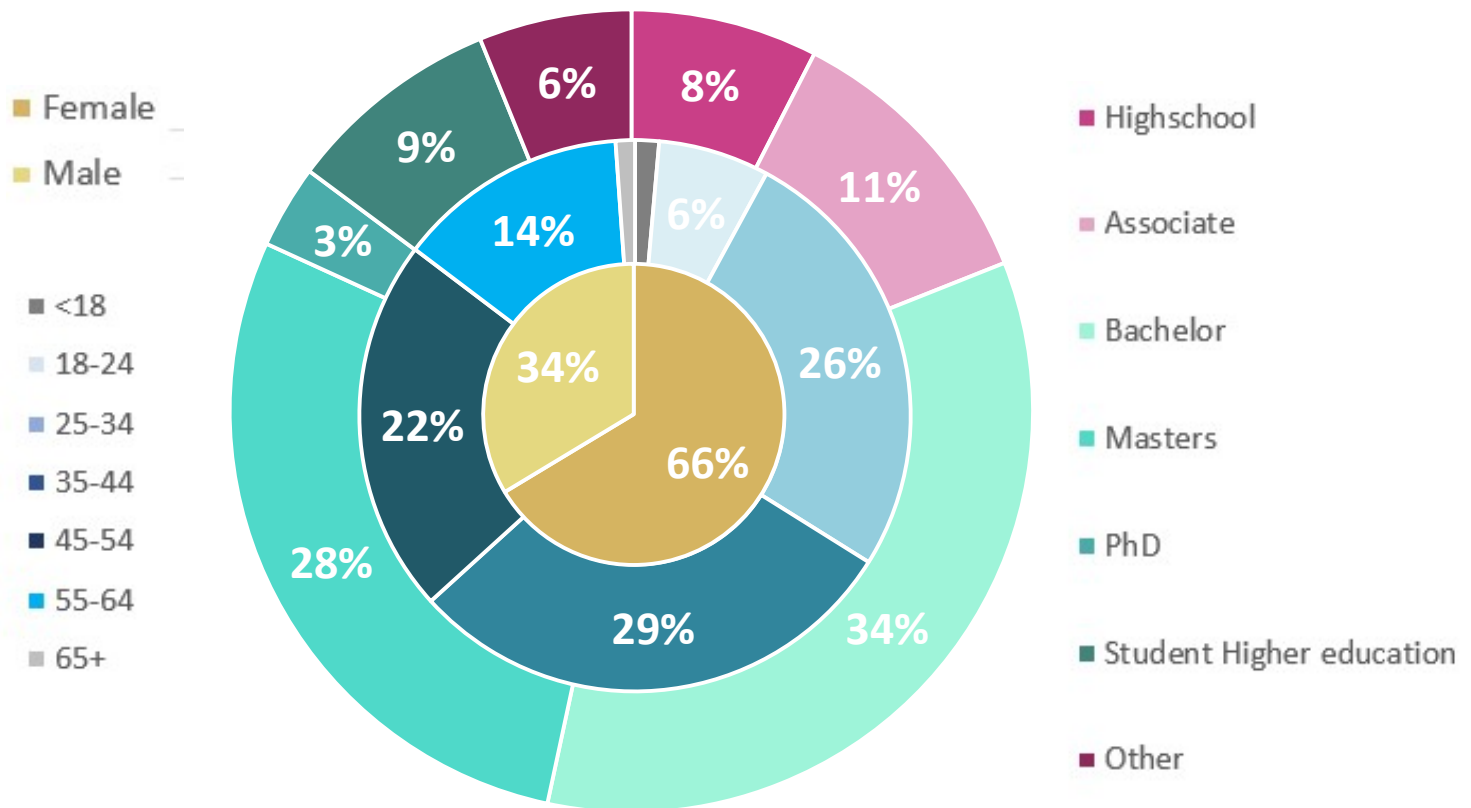
CLL for its fourth year co-hosted the radio program Straight Up Conversation about Education on Massive 103.5 FM. During the program guests (UA lecturers, students, staff, alumni, professionals and role models within the community) share their educational trajectory and discuss current societal matters.

In 2021 CLL had a total number of 358 registrations to its activities for which the total number of certificates issued were 228.

Looking at the demographic composition of this year's lifelong learners, meaning those persons who registered for our training, courses, and workshops we see that the tendency for women to be overrepresented has remained. In 2021 66% of our lifelong learners were women, 29% of the participants are in the middle of their careers and fall into the age category 35 – 44 and have a Bachelor (34.4%) or a Master (28,5%) degree.

Participants of CLL courses

Demographics



Participation in society

UA's staff participates in the society in connection to their function at the UA also by holding societal roles mainly in non-profit organizations and foundations, such as member

of the board member, commission member, facilitator, moderator, volunteer, guest lecturer. In 2021 UA academic personnel held 51 such roles.



Student Mobility

In 2021 the Office of International Affairs (OIA) slowly resumed all types of mobility, for both students and staff. OIA closed the year with 44 incoming students and 42 outgoing students. Furthermore, mobility for incoming and outgoing staff was opened for all. Consequently, the UA welcomed 49 incoming staff and 37 outgoing staff from and to other institutions.

2021 is also the year that the UA was awarded the New Erasmus Charter for Higher Education (ECHE) 2021-2027. This will give the UA the opportunity to apply for Erasmus+ grants each year to secure student and staff mobility opportunities in a quantity that the UA could not afford to provide otherwise.

Internationalization

2021: Gradual recovery of international movement after pandemic

At the UA, students and staff have the opportunity to apply for the Erasmus+ grant. Students can apply every semester for either a study, internship or traineeship mobility at the partner institutions that also hold an Erasmus+ Charter. The UA staff have the opportunity to apply for a teaching or a training mobility throughout the academic year. Apart from Erasmus, UA each year welcomes dozens of international guest speakers and guest lecturers that participate in learning, research and courses organized by CLL.

Incoming Student Mobility

In the Spring semester the UA welcomed 7 international students, which is in accordance with the expectations of a slow reopening to incoming student mobility.

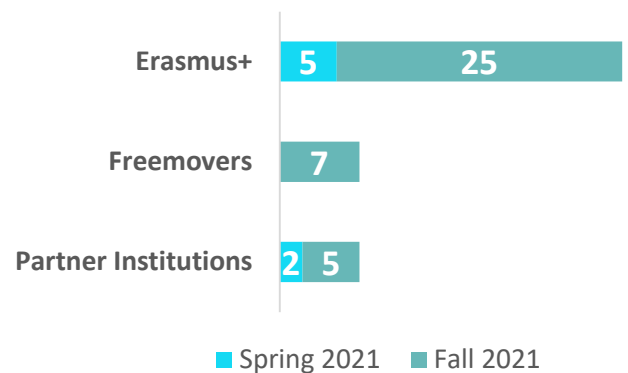
For the Fall semester the UA welcomed 37 international students, a number that is reminiscent of pre-pandemic incoming student level.

These international students were either Erasmus+ students, Free movers or students from our non-Erasmus Partner Institutions.

Home institutions of incoming students

- Artevelde University of Applied Sciences
- Avans University of Applied Sciences

Incoming students UA 2021



- Czech University of Life Sciences Prague
- Deggendorf Institute of Technology
- Erasmus University Rotterdam
- HAN University of Applied Sciences
- Hanze University of Applied Sciences
- KdG University of Applied Sciences and Arts
- KU Leuven
- Maastricht University
- Rennes University
- Saxion University of Applied Sciences
- Thomas More University of Applied Sciences
- University of Applied Sciences Landshut
- University of Groningen
- Stuttgart Media University
- University of Valladolid

Outgoing Student Mobility

For the Spring semester, there were 10 outgoing students and the Fall semester the UA had double that amount, 20, outgoing students.

All but one of these outgoing students, made use of the Erasmus + grant for their exchange.

In addition to the semester-long outgoing student mobility, the UA also had a faculty led Winter Field Trip from FHTMS where 12 UA students participated.

Students went to do their mobility at the following universities:

- Frankfurt University of Applied Sciences
- KdG University of Applied Sciences and Arts
- KU Leuven
- Saxion University of Applied Sciences
- Thomas More University of Applied Sciences
- University of Dalarna
- University of Maribor
- Stuttgart Media University
- University of Valladolid

Incoming Staff

In 2021 the UA received 49 incoming staff from other institutions.

Of these, 5 were Erasmus+ staff mobility for both teaching and training.

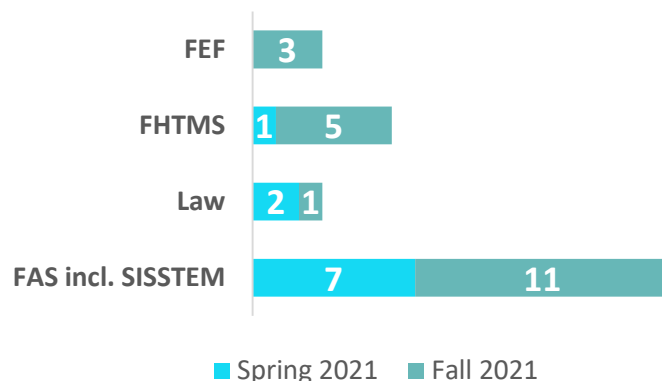
The other 44 non-Erasmus incoming staff were visits to the UA faculties, CLL and accreditation visitations.

Outgoing Staff

The UA had 9 outgoing Erasmus+ staff for teaching, training or both.

Additionally, there were 28 non-Erasmus outgoing staff. These mobilities were for conferences, partner visits and research purposes.

Outgoing students UA 2021



OCW Funds

In 2018 the countries of Aruba and The Netherlands entered into an agreement on 'OCW funds 2018-2023' (OCW stands for the Ministry of Education, Culture and Science of the Netherlands) with the purpose to support local students to pursue their higher education in Aruba and the region. UA in its role of administrator of these funds received the proceeds from OCW and from the same distributes these for approved projects and scholarships in line with the established administrative protocol to Aruban educational institutions and/or students. In the academic year 2020/2021 UA has distributed AFL 681.500 on related projects, in 2021/2022 the available budget is Afl. 487.500. The following projects have been executed directly at the UA in the academic year 2020/2021 financed from the OCW funds:

Scholarships ('Kansbeursen')

The Fund distributed AFL 75.000 in scholarships to 15 UA students in the academic year 2020/2021. The aim of these scholarships is to support the students with financial difficulties with limited possibilities to obtain study financing elsewhere.

Academic Foundation Year Support

The COVID-19 crisis had a major impact on the Academic Foundation Year (AFY) at the University of Aruba. For many Aruban students, the uncertainties of the crisis have reinforced the already existing need for a bridging year.

194 students have registered and 170 students were actively following the AFY education in the academic year 2020/2021. This is a doubling of the number of students compared to 2019/2020.



As a result, there was a great need for support in the following areas for which the funds have been used:

- the deployment of student assistants for educational support tasks
- the expansion of the offer of the counseling program and the workshops for personal development
- the development of a partially digitized coaching trajectory
- the provision of AFY-specific elective courses set up in a program.

Shoco Wellness Project: Mental Health & Wellbeing for Students in Higher Education in Aruba

Shoco Wellness provides a program of mental health and wellbeing services for UA and IPA students along a continuum of three intervention services: 1) awareness raising and prevention; 2) coaching and counseling; and 3) curative intervention. The goal of these services is to help students avoid premature drop out, to succeed in their studies, and ultimately, to flourish. Flourishing is a psychological state defined as experiencing no significant distress nor significant impairment in body, mind and spirit. A person is able to cope with normal stresses of life, being able to work productively and fruitfully and being able to contribute to the community.

Service Level 1: Awareness Raising and Prevention

In the calendar year of 2021, a total of 30 one-hour online workshops were offered to all UA and IPA students. These 1-hour workshops covered the following themes: self-awareness, self-regulation, personal effectiveness skills, motivation, and effective academic skills. These workshops were recorded and an updated list of Youtube links were provided to all UA and IPA students by email. During this calendar year, there was an average of 373 registrations for Shoco Wellness workshops per month.

The lowest registration was recorded as 97 in a month when 2 workshops students were offered, and the highest was 690 when five workshops were offered. A staff of eleven workshop presenters from Aruba, Bonaire, the Netherlands, and the US collaborated to provide these 30 online workshops for Shoco Wellness.

Service Level 2 and 3: Coaching and Counseling; and Curative Intervention

In the calendar year of 2021, Shoco Wellness operated a coaching and counseling network of eight licensed psychologists and three professional coaches. Coaching and counseling sessions were provided to UA and IPA students in two formats: online as well as face-to-face. Students can receive a maximum of five coaching or counseling sessions free of charge to them. In the calendar year of 2021, there were 78 applications from UA students for coaching and counseling services. Of the total UA student population of 2021 that amounted to 11.4%. Shoco Wellness was also able to facilitate referral to curative intervention to a small number of this percentage of students.

Collaboration with faculties has continued during the calendar year of 2021. Specifically, Shoco Wellness awareness raising, and prevention workshops formed an integral part of the course work in the first year of AFY (Academic Foundation Year), FEF (Faculty of Accounting and Marketing) and FdR (Faculty of Law).

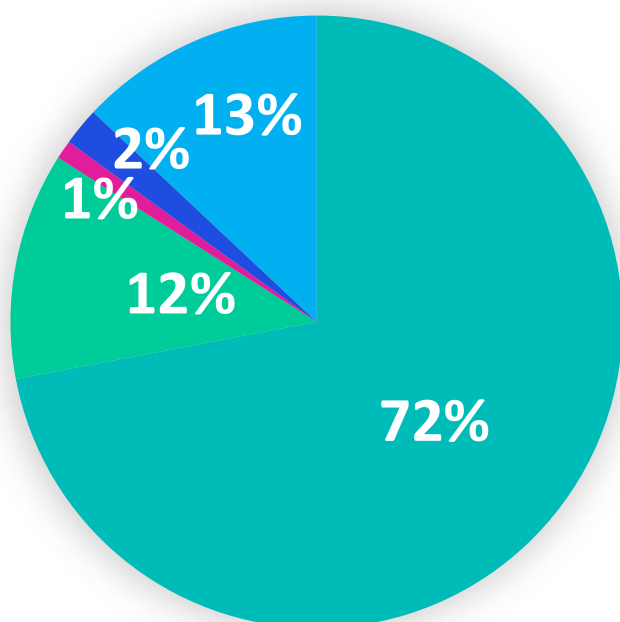




Business Operations

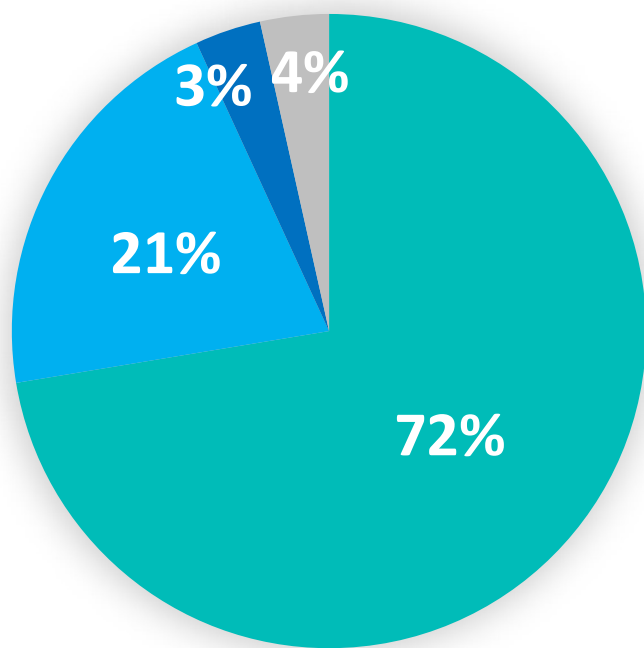
Finance

The UA operated at a surplus of AWG 1.488 thousand in the year 2021 (2020: surplus of AWG 757k) and net cash inflow of AWG 254 thousand (2020: cash inflow of 1,536k).



Income UA 2021 AWG 16.1 mln

- Contribution from the government of Aruba
- Tuition, exam and sign-in fees
- Other income - incl. room rental, donations and other
- Income from sale of books
- Income from Projects



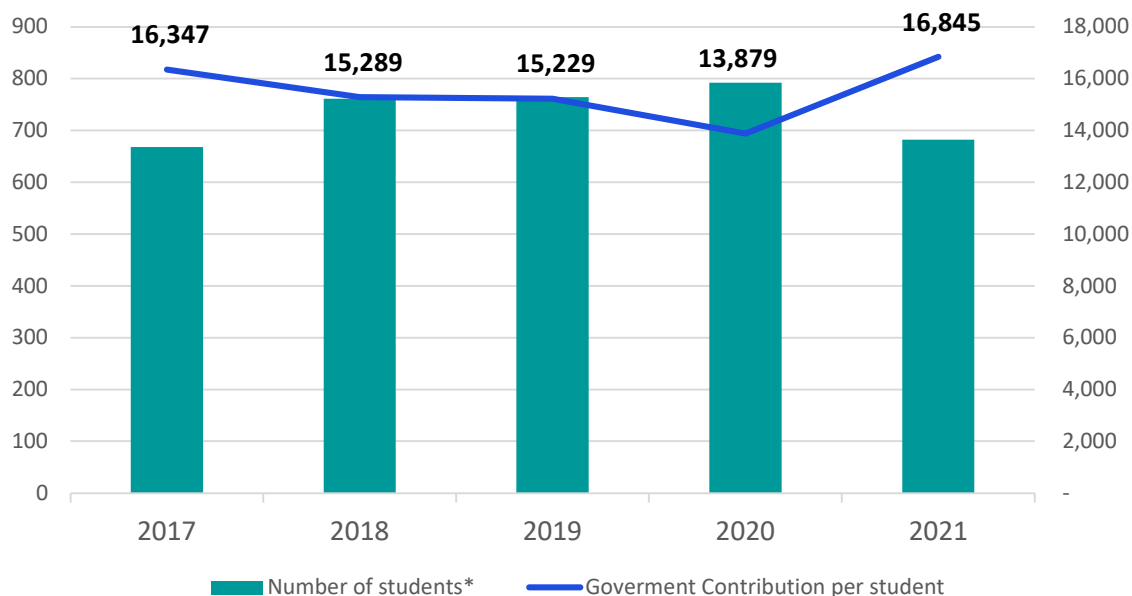
Expenses UA 2021 AWG 14.6 mln

- Wages, salaries and employee benefits
- General and administrative expenses
- Depreciation
- Other expenses - incl. project cost, financial cost etc

Government contribution:

UA is financed mainly by the contribution from the government of Aruba. Over the years, UA has seen increasing number of students and therefore the government funding per student became gradually less. In 2021, due to decrease of the student count, the government contribution per student increased to 2017 level.

Government contribution per student



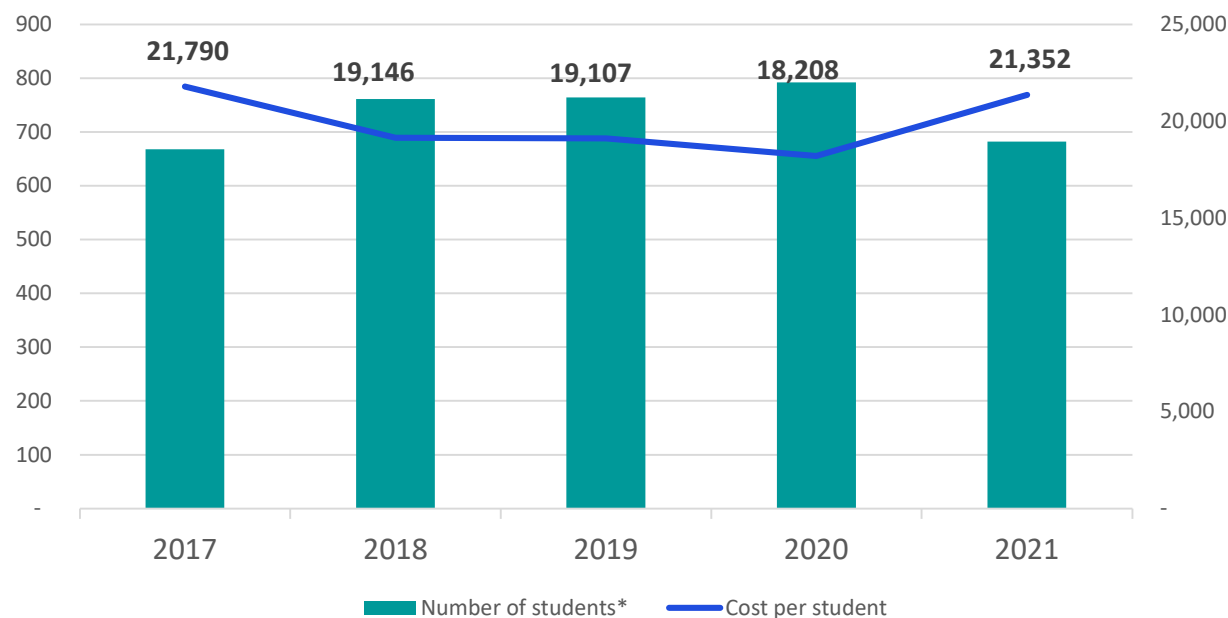
*Number of active students to regular programs, excluding course student and excluding international exchange students

Chart 'Government contribution per student' above represents simplified calculation of total government contribution divided by number of active students. It does not take into account portion of government contribution that is dedicated for purposes other than education.

Cost per student:

Average total cost per student has been declining up to 2020, in 2021 it increased back to the level of 2017 due to lower number of students and higher cost of startup phase of the SISSTEM program.

Total Cost per student



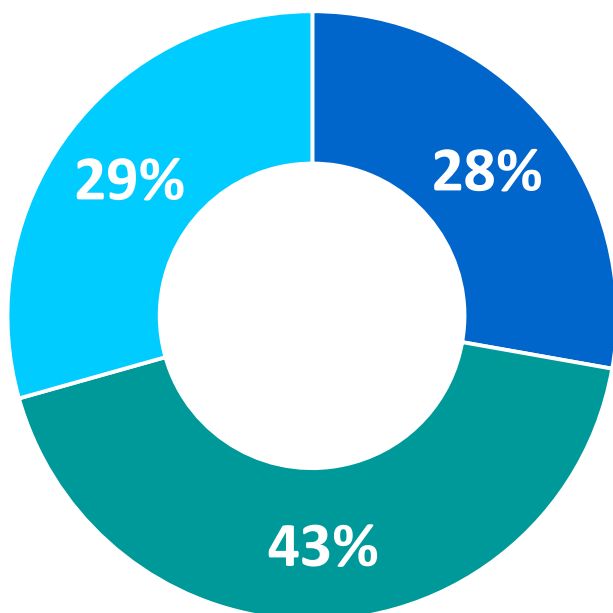
**Number of active students to regular programs, excluding course student and, excluding international exchange students*

Chart 'Total cost per student' above represents simplified calculation of total expenses of the UA divided by number of active students. It does not take into account portion of expenses that are unrelated to education.



Personnel:

As of 31 December 2021, UA had 85 full time employees (2020: 82) and 41 part-timers (2020: 47). The composition of academic vs. support staff is shown in the overview below.



UA Personnel 2021

- Support Staff (2019: 30%)
- Academic Staff - Permanent (2019: 35%)
- Academic Staff - Part-time (2019: 35%)

Permanent Staff

Overview of changes in the full time employees of the UA

	Start of 2021	Starters	Leavers	End of 2021
	82	9	6	85
SISSTEM		4	0	
UA		5	6	

Changes:

Rector	1		Academic
Senior Researcher FDR	1	2	Academic
Senior Researcher SISSTEM	2		Academic
Junior Researcher SISSTEM	2		Academic
Teacher AFY	1		Academic
Teacher FEF*	1		Academic
Teacher FEF			1 Academic
Coordinator Facility Management			1 Non-academic
Senior Researcher FHTMS*	1	1	Academic
Coordinator education			1 Non-academic

* changed status Full-timer / Part-timer

QUALITY ASSURANCE AT THE UA



*Front row: FEF Site Visit Panel for Accreditation.
Back row: FEF Full-Time Faculty Members*

Quality Assurance

The program accreditation cycle comprises a period of six years within which there are two major checkpoints for quality assurance, internal and external.

Internal Check

MTR: A Mid-Term Internal Review (MTR) took place of two bachelor programs; Organization, Management and Governance (OGM) and Social Work and Development (SW&D) took place between October 18 -22, 2021. Both programs were reviewed by a panel of discipline and educational experts, a local professional and a student representative. Both reviews indicated six common standards necessitating immediate improvement to be fully ready for a successful external accreditation site visit. These standards covered areas of the curriculum, size and workload of the teaching staff, quality assurance, assessment and examination, and graduation results.

External Check

Accreditation Site Visit: A site visit for re- accreditation of the FEF bachelor programs Accounting & Finance ('Bedrijfseconomie' and Marketing & Business ('Commerciële economie') took place in the week of September 27 – 29, 2021. A panel of external discipline and educational experts, a local professional and a student representative conducted the review. Both programs received a conditionally positive evaluation with the imposition of conditions and recommendations on four standards to be met within two years. These standards cover the areas of faculty development, quality assurance, assessment and examination, and graduation results.

Civil Effect Certification

The bachelor and master's degree programs of Aruban Law were evaluated for civil effect certification by an external panel on the 6th of September. The civil effect certification for both programs was awarded by the NVAO ('Nederlands Vlaamse Accreditatie Organisatie') on the 14th of December 2021. The civil effect permits access to the legal profession and judiciary (including the public prosecutor's office) in the Netherlands.

Taking decisions (Act) based on check reports (Check), planning (Plan), and then acting (Do) based on the improvement plan are the standard steps in a PDCA (Plan, Do, Check, Act) cycle for quality improvement.

Planning for improvement

Following the accreditation site visit results, the FEF submitted a two-year improvement plan to the accreditation organization NVAO on the 1st of December as part of the requirement for re-accreditation.

Actions for improvement

An immediate action for improvement taken based on the results of both the internal and external checks was to pilot a "Didactics and Assessment Clinic" and an "Assessment and Examination Clinic" for all faculties until December 2021. These two clinics offer individual consultation to lecturers, both full-time and part-time lecturers, to help them with questions and help they need in teaching and assessment in real time.



Facilities and Infrastructure

Facilities and Infrastructure were still heavily impacted by restrictions imposed due to changing COVID regulations. The IT department continued to be key in providing the guidance and infrastructure to the lecturers and staff who needed to teach and work online. UA continued investing in hardware and software to provide the best tools possible and IT security on and off premises. In 2021 the following developments occurred in the area of Facilities and Infrastructure:

- In February, UA staff and teaching activities moved from administrative building in LG Smith Boulevard to LSB campus flexible work spaces in 3 newly installed modular units
- Expanded Access Points for better wireless connectivity on campus
- Upgraded ConnectWise server to host and support all UA clients for better monitoring and remote support
- Next to the 3 full Zoom rooms, in 2021 the UA now has equipped 10 extra (light) zoom rooms. These rooms are equipped with 1 desktop computer, 1 microphone, 1 PTZ camera in the back. With both setups lecturers can go hybrid and record their classes.
- Launched a new UA website with more structured and comprehensive information
- Improved online information for students by corresponding with them using new technology such as video-ask, online Q&A
- A new student software OSIRIS Mobile App has been launched

- A new OSIRIS Link (OSIRIS Student & OSIRIS Teacher) has been launched for students and lecturers
- Altaro service has been installed and configured as the backup tool for all windows servers to strengthen security of the data
- A backup firewall has been prepared to be configured and go into production early 2022 to strengthen IT security
- The WAN failover has expanded with one more service to ensure more stable internet connectivity in case the primary source falls out.
- Library has built on its pilot of offering e-book platform and in 2021 offered subscriptions to the platform to students in the first, second and third year of the FEF. In 2022 the library will expand this service to students of the FAS programs.
- The number of e-books in the library collection has grown to more than 330.000 e-books

Shopa.Stream UA college radio

In 2021, UA students Shamirée Erasmus and Djurwin Brito launched Aruba's first Online College Radio. The Shopa Stream provides a platform for the community of the UA, internationally and nationally, to express their ideas, present their businesses and more.

Sustainability on LSB campus

Building on initiatives of the past, in 2021, UA has continued to keep sustainability in the background of its decisions in the area of own campus and facilities:

Reducing paper & electricity consumption

In the past years UA has taken steps to eliminate paper consumption by installation of a new printer system and digitalization of the majority of its administration processes also driven by pandemic and necessity to work remotely. These steps have resulted in a reduction of paper usage in 2021 by 45% compared to 2019. UA has taken steps to reduce long term consumption of electricity by gradually replacing the older air conditioning systems with more efficient inverter systems. 2021 electricity consumption has decreased with 39% versus 2019 out of which 28% is attributed to ending the lease of one of the buildings and 11% to the efficiency initiatives and partially to decreased traffic due to pandemic effects.

45%

Less paper
vs. 2019

39%

Less electricity
use vs. 2019

Sustainability initiatives in 2021

UA has rich biodiverse outdoor spaces which were enriched in 2021 by introducing local trees planted on the campus in cooperation with the Ban Lanta y Planta foundation.

In 2021, M.A.G.E.C. together with the Circle K Club of University of Aruba and Aruba Doet hosted a volunteer event to create a community garden at the UA premises.

UA has replaced its gasoline lease car for guest lecturers with an electric car and installed an electricity charging outlet at our parking lot.

In 2021, UA in cooperation with M.A.G.E.C. signed an agreement with Metabolic Foundation on collection of plastic and tin waste from LSB campus for recycling.



M.A.G.E.C - environmental club at the UA

M.A.G.E.C. (Making Aruba a Greener Environment Club) is a non-profit organization that strives for a greener world and a greener Aruba. For more information refer to: <https://www.ua.aw/magec/>

A large teal diamond shape pointing to the right, serving as a background for the text.

Financial statements 2021

Contents

INCOME STATEMENT	44
BALANCE SHEET	45
STATEMENT OF CHANGES IN EQUITY	47
CASH FLOW STATEMENT	48
NOTES TO THE FINANCIAL STATEMENTS	49
1 General information	49
2 Summary of significant accounting policies	50
3 Donations	53
4 Income from projects	53
5 Personnel expenses	53
6 General and administrative expenses	54
7 Other expenses	54
9 Property, Plant & Equipment	55
10 Receivables from exchange transactions	55
11 Receivables from non-exchange transactions	56
12 Prepayments	56
13 Cash and cash equivalents	56
14 Equity	57
Reserves	57
15 Provisions	57
16 Payables under exchange transactions	58
17 Payables under non-exchange transactions	58
18 Wage taxes and social security premiums	58
19 Contingent events and obligations	59
20 Related parties	60
OTHER INFORMATION	
Independent auditor's report	61

INCOME STATEMENT

For the year ended 31 December 2021

(All amounts in Afl.)

	Notes	2021	2020
Revenue			
Contribution from the Government of Aruba		11,488,000	10,992,000
Tuition, exam and sign-in fees		1,959,552	1,890,064
Course fees		148,482	76,863
Income from sale of books		274,374	279,618
Rental income		5,675	4,995
Donations	(3)	-	-
Income from projects	(4)	2,106,589	1,455,418
Other income		<u>74,623</u>	<u>179,654</u>
Total Revenue		16,057,296	14,878,612
Operating Expenses			
Personnel expenses	(5)	10,548,805	10,484,412
General and administrative expenses	(6)	3,020,915	3,081,154
Depreciation	(9)	490,184	325,697
Other expenses	(7)	<u>472,348</u>	<u>190,460</u>
Total Expenses		14,532,252	14,081,722
Financial income and Expenses	(8)	(8,718)	-
Finance costs	(8)	<u>37,677</u>	<u>40,090</u>
Total Financial income and Expenses		28,959	40,090
Net surplus for the period		<u>1,496,084</u>	<u>756,800</u>

BALANCE SHEET

As at 31 December 2021

(All amounts in Afl.)

ASSETS	Notes	2021	2020
Non-current Assets			
Property, Plant & Equipment	(9)	<u>2,052,152</u>	<u>2,156,480</u>
Total non-current assets		2,052,152	2,156,480
Current Assets			
Inventory		48,352	39,825
Receivables from exchange transactions	(10)	615,784	784,406
Receivables from non-exchange transactions	(11)	554,755	-
Prepayments	(12)	217,880	320,244
Cash and cash equivalents	(13)	<u>6,509,237</u>	<u>6,255,216</u>
Total current assets		7,946,008	7,399,691
		<hr/>	<hr/>
TOTAL ASSETS		<u>9,998,160</u>	<u>9,556,171</u>

BALANCE SHEET

As at 31 December 2021

(All amounts in Afl.)

LIABILITIES	Notes	2021	2020
Equity			
Contributed initial capital	(14)	1,464,193	1,464,193
Accumulated result		3,657,690	3,646,606
Reserves	(14)	<u>1,485,000</u>	<u>-</u>
		6,606,883	5,110,799
Non-Current Liabilities			
Provisions	(15)	653,477	495,320
Current Liabilities			
Payables under exchange transactions	(16)	978,468	780,732
Payables under non-exchange transactions	(17)	573,260	1,785,430
Deferred income on tuition		818,562	999,308
Pension payables		142,481	155,197
Wage taxes and social security premiums	(18)	<u>225,030</u>	<u>229,385</u>
		2,737,800	3,950,053
TOTAL LIABILITIES		9,998,160	9,556,171

STATEMENT OF CHANGES IN EQUITY

For the year ended 31 December 2021
(All amounts in Afl.)

	Contributed initial capital	Accumulated result income statement	Reserves	Total
Balance as at 31 December 2020	1,464,193	3,646,606	-	5,110,799
Net surplus/(deficit) for the period		1,496,084	-	1,496,084
Additions to Reserves	-	<u>(1,485,000)</u>	<u>1,485,000</u>	<u>-</u>
Balance as at 31 December 2021	1,464,193	3,657,690	1,485,000	6,606,883

CASH FLOW STATEMENT

For the year ended 31 December 2021

(All amounts in Afl.)

	2021	2020
Cash Flow from operating activities		
Net surplus/(deficit) for the period	1,496,084	756,800
Depreciation & Amortization	490,184	325,697
Changes in provisions	158,157	386,728
Decrease/(increase) in Inventory	(8,527)	13,144
Decrease/(increase) in Receivables and Prepayments	(283,769)	(253,676)
Increase/(decrease) in short-term liabilities	(1,212,252)	500,753
Net Cash Flow from operating activities	639,876	1,729,446
Cash Flow from Investing activities		
Additions to the Property Plant & Equipment	(385,856)	(193,315)
Net Cash Flow from Investing activities	(385,856)	(193,315)
Net increase/decrease(-) in Cash and cash equivalents	254,021	1,536,131
Cash and Cash equivalents per 1 January	6,255,216	4,719,085
Cash and cash equivalents 31 December	6,509,237	6,255,216

NOTES TO THE FINANCIAL STATEMENTS

1 General information

University of Aruba

University of Aruba (the University) is located at J. Irausquinplein 4 in Oranjestad, Aruba. The University was founded and organized in accordance with the Land ordinance 'Landsverordening Universiteit van Aruba' (AB 1988 no. 100). Yearly, University receives a contribution from the Government of Aruba to cover for its expenses and investments.

Financial book year

The book year is from 1 January 2021 until 31 December 2021.

Foreign currency conversion

The financial statements are prepared in Aruban florin. Transactions in foreign currency are recalculated with an exchange rate of the transaction date. Assets and liabilities denominated in foreign currency are revalued to the exchange rate of the balance sheet date. The exchange rate differences are recorded in the Income statement.

The exchange rates of the US dollar and Euro were as following per the balance sheet date:

US\$ 1 = Afl. 1,78 (previous year Afl. 1,78)

€ 1 = Afl. 2,04 (previous year Afl. 2,19)

Number of employees

The number of employees per the balance sheet date 31 December 2021: 78 full time and 52 part-time (2020: 82 full time and 47 part-time).

Campus

The land and the building of the University campus are ownership of the University. Effective 1 March 2021, University terminated lease of its administrative offices for support staff at another location in Aruba and moved all staff to the University campus.

Approval of the Financial statements

The financial statements were approved by the Board of Trustees on 21 April 2022.

2 Summary of significant accounting policies

The important accounting policies for valuation of assets and liabilities and method of determining the results of the entity are described below.

Basis of preparation

The financial statements of the University have been prepared in accordance with and comply with the International Public Sector Accounting Standards (IPSAS).

Revenue recognition

Revenue from non-exchange transactions

The University recognizes revenues from non-exchange transactions when the event occurs, and the asset recognition criteria are met. To the extent that there is a related condition attached that would give rise to a liability to repay the amount, deferred income is recognized instead of revenue. Other non-exchange revenues are recognized when it is probable that the future economic benefits or service potential associated with the asset will flow to the entity and the fair value of the asset can be measured reliably. IPSAS 23.107 (a) Transfers from other government entities IPSAS 23.107 (a) Revenues from non-exchange transactions with other government entities are measured at fair value and recognized on obtaining control of the asset (cash, goods, services, and property) if the transfer is free from conditions and it is probable that the economic benefits or service potential related to the asset will flow to the University and can be measured reliably.

Revenue from exchange transactions

1. Rendering of services

The University recognizes revenue from rendering of services by reference to the completion when the outcome of the transaction can be estimated reliably. IPSAS 9.19z IPSAS 9.39(a) Where the contract outcome cannot be measured reliably, revenue is recognized only to the extent that the expenses incurred are recoverable. IPSAS 9.25

2. Sale of goods

Revenue from the sale of goods is recognized when the significant risks and rewards of ownership have been transferred to the buyer, usually on delivery of the goods and when the amount of revenue can be measured reliably, and it is probable that the economic benefits or service potential associated with the transaction will flow to the University. Amounts collected as an agent of the government or another government organization or other third parties will not give rise to an increase in net assets or revenue of the agent. This is because the agent entity cannot control the use of, or otherwise benefit from, the collected assets in the pursuit of its objectives.

Personnel cost

The personnel cost is recognized in the year when they are incurred. Holiday allowances and unused vacation days are recognized in the period in which an employee has entitlement for them.

Cost of goods and services

Costs are recognized in the book year when the goods and services are delivered.

Summary of significant accounting policies continuation

Pension premiums

Up to and including 2010, the University paid pension contributions to the pension fund for government employees 'Stichting Algemeen Pensioenfonds Aruba' (APFA) for three pensioners who fall under the old Pension Ordinance for National Servants (PVL). This pension scheme is based on the final pay system, whereby a franchise amount is not taken into account.

However, there are also employees without a pension scheme. In 2006, the Board of Trustees decided to make a pension plan for the other permanent employees. In this context, the University entered into a financing agreement with the General Pension Fund Aruba on 23 September 2008. The agreed pension plan is based on the average pay, taking into account a franchise. The agreement was entered into for an indefinite period of time and entered into force on August 1, 2008. The aforementioned employees have been given the opportunity to purchase pension rights from the years that have already passed.

The APFA has performed an actuarial calculation for the purchase of the pension rights for the period 2001 up to and including 31 July 2008. The University has proposed to the staff to divide the total "past service" premium as follows: 75% on behalf of the University and 25% on behalf of the employee. The employees gave their approval, and the deductions were started in October 2008. The amount reserved for the purchase was adjusted to the actuarial calculation and the University's proposal.

On 24 June 2011, the University signed a new financing agreement with the APFA (NPR 2011). It was agreed that all agreements valid before 1 January 2011 will be replaced by the new financing agreement and that the accrued pension entitlements for employees who fell under the old PVL or NPR 2005 will be treated in accordance with the provisions in the appendix "Transitional provisions for members of the former pension regulation servants" resp. the appendix "Transitional provisions for members of the former pension scheme 2005".

On 9 January 2015, the University signed a new financing agreement with the APFA. It was agreed that the NPR 2011 was replaced by the NPR 2014 on 1 January 2014. This was the result of the Bilateral Agreement concluded on 28 May 2014 between the State of Aruba and the governmental unions SEPPA, SIMAR, SPA, SADA and SIWA. With regard to its employees who participated in the NPR 2011, the University has joined the NPR 2014 scheme.

There are also employees with a private pension scheme with a life insurance company. The University reimburses the pension premiums of these employees.

Property, plant & equipment

All property, plant and equipment are stated at cost less accumulated depreciation and impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the items. Repair and maintenance costs are recognized in the income statement as incurred. Where an asset is acquired in a non-exchange transaction for nil or nominal consideration the asset is initially measured at its fair value.

Depreciation on assets is charged on a straight-line basis over the useful life of the asset. Depreciation is charged at rates calculated to

allocate the cost or valuation of the asset less any estimated residual value over its remaining useful life:

Buildings and Land: 40 years

Container units: 20 years

Renovations: 10 years

Furnitures and Fixtures: 5 years

Electronic equipment: 4 years

Software: 3 years

Capitalization criteria

Investments are capitalized in the book year where the delivery has taken place. Single items of cost value above AFL 1.000 are capitalized, items below AFL 1.000 are expensed. As of 1 January 2019 UA has lowered its capitalization threshold from AFL 2.500 applied in the preceding years to reflect the assets and depreciation more accurately. The assets below AFL 2.500 but above AFL 1.000 purchased before 2019 were not added to the list of assets retrospectively.

In 2021, UA has re-assessed and changed useful lives of fixtures that have been historically depreciated over 40 years, to useful lives of 10 years, and container units to 20 years. The comparative figures have not been restated for this change of estimate.

Current Assets

Inventory

Inventory is measured at cost upon initial recognition. After initial recognition, inventory is measured at the lower of cost and net realizable value. Inventories are recognized as an expense when deployed for utilization or consumption in the ordinary course of operations of the University.

Receivables

Receivables are valued at nominal value. Provision for bad debt is established for doubtful receivables.

If it is established that a receivable is irrecoverable, it is written off against the provision.

Cash and Cash equivalents

Cash and cash equivalents comprise cash on hand and cash at local banks.

Long-term liabilities

Provisions

Provisions are valued based on nominal value of the liability or the foreseeable loss. Provisions are recognized when the University has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Short-term liabilities

Short term liabilities are valued at the nominal value.

3 Donations

In 2019 UA received AFL 14.250 in donations from Aruban companies for publishing a commemorative book 'UA at a glance' in relation to the 30 years anniversary of the University. The expectation was that the book will be published in 2021, however the COVID-19 pandemic has made the timeline and realizability of this project uncertain. These donations have been included in the restricted cash until their purpose is realized or will be returned to its donors should the project not be realized.

4 Income from projects

	2021	2020
EU: SISSTEM project	1,628,235	1,181,610
Erasmus+	298,168	121,439
Contributed assets by OCW	-	111,795
Other projects	180,187	40,574
	2,106,589	1,455,418

5 Personnel expenses

	2021	2020
Wages and Salaries	7,917,119	7,866,238
Allowance Board of Trustees	86,551	63,571
Social security and Public health insurance	1,312,710	1,286,622
Pensions	778,256	743,953
Costs for teachers at other educational institutions	307,541	307,541
Training and Education	14,390	59,229
Staff recruitment	13,804	9,666
Allowance unused vacation days	(18,516)	34,464
Relocation expenses new staff	83,281	80,472
Other	53,669	32,656
	10,548,805	10,484,412

6 General and administrative expenses

	2021	2020
Building and maintenance	659,481	741,564
Security	152,693	159,989
Utilities and office supplies	284,088	307,362
Lease of office space and machines	218,211	533,738
Software and Licenses	346,449	360,602
Advertising and Promotion	131,619	139,756
Books, educational resources and subscriptions	579,170	521,448
Catering, amusement and representation	83,668	52,818
Travel	265,044	158,265
Quality assurance	121,296	10,928
Consulting and advisory fees	169,851	38,079
Legal fees	4,460	56,453
Other	4,884	151
	3,020,915	3,081,154

7 Other expenses

	2021	2020
Student activities	89,435	50,676
Addition provision for bad debt	903	(41,487)
Project cost	76,300	55,623
Cost Erasmus+	298,168	121,439
Other	7,543	4,209
	472,348	190,460

8 Financial income and expenses

	2021	2020
Interest income deposit accounts	(8,718)	-
Bank charges	34,931	32,982
Gain/Loss on foreign exchange transactions	2,746	7,108
	28,959	40,090

9 Property, Plant & Equipment

	Buildings & Land	Furniture and Fixtures	Electronic equipment	Software	Total
Net book value at 1 January 2021	1,649,141	116,486	386,255	4,597	2,156,480
Additions	285,229	4,264	96,364	-	385,857
Disposals	(126,219)	-	-	-	(126,219)
Depreciation	(135,745)	(70,162)	(156,002)	(2,058)	(363,966)
Net book value at 31 December 2021	1,672,407	50,590	326,616	2,539	2,052,152
At 1 January 2021					
Cost price	3,471,495	820,966	982,770	6,174	5,281,405
Accumulated depreciation	(1,822,355)	(704,480)	(596,514)	(1,577)	(3,124,925)
Net book value at 1 January 2021	1,649,141	116,486	386,255	4,597	2,156,480
At 31 December 2021					
Cost price	3,571,900	825,231	1,079,643	6,174	5,482,948
Accumulated depreciation	(1,899,484)	(774,641)	(753,027)	(3,635)	(3,430,797)
Net book value at 31 December 2021	1,672,407	50,590	326,616	2,539	2,052,152

10 Receivables from exchange transactions

	2021	2020
Receivables from tuition, exam and registration fees	570,680	596,361
Receivables from employee portion of pension premiums	2,146	5,825
Deposits	11,158	69,853
Other receivables	31,800	112,366
	615,784	784,406

11 Receivables from non-exchange transactions

	2021	2020
Receivable from the Government of Aruba	496,992	-
Receivable SISSTEM project	57,763	-
	554,755	-

12 Prepayments

	2021	2020
Prepaid travel expenses	10,183	9,215
Prepaid contributions/subscriptions	206,763	180,169
Other prepaid expenses	935	130,860
	217,880	320,244

13 Cash and cash equivalents

	2021	2020
Current accounts RBC Bank Aruba NV.	-	2,797,222
Current account Aruba Bank NV.	4,450,754	2,593,709
Deposit accounts Aruba Bank NV.	1,808,718	-
OCW Restricted fund Aruba Bank NV	249,094	863,165
Petty Cash	671	1,121
	6,509,237	6,255,216

Cash at banks earns interest at floating rates based on daily bank deposit rates.

The University's current bank balances include restricted cash of total of Afl. 742.238 (2020: Afl. 1.833.152) as following:

- AFL 183.496 (2020: 845.945) which must be used on projects based on the agreement between the Government of Aruba and Dutch Ministry of Education, Science and Culture (OCW).
- AFL 16.431 (2020: 14.151) which are funds collected and raised by the students and the faculty to be used on educational field excursions abroad.
- AFL 204.799 (2020: 479.395) of Erasmus+ grants which can only be used in line with the Erasmus agreements.
- AFL 337.511 (2020: 226.117) of other restricted funds attached to projects and donations for a specific purpose.

Above grants have conditions attached to them on how they can be spent, and any remaining amount of the funds must be returned to its originator.

14 Equity

Contributed initial capital

The contributed initial capital comprises of capital contribution of Afl. 1.464.193 by the Government of Aruba, which, in accordance with article 48 of the University of Aruba National Ordinance, was provided to the University when it was established on 8 September 1988.

Reserves

	2021	2020
SISSTEM project resilience reserve	1,155,000	-
National Research Center reserve	330,000	-
	1,485,000	-

15 Provisions

	2021	2020
Cost of living allowance ('duurtetoeslag')	82,048	95,320
Major reparation and maintenance fund	571,429	400,000
	653,477	495,320

On the basis of the "National Decree on the Cost-of-Living Allowance for Retired Persons" ("Landsbesluit duurtetoeslag gepensioneerden" A.B. 1996 no. GT 55), the University must pay the duration allowance to three retired former employees. The University has made a provision for guaranteeing future payments based on an actuarial calculation. The duration supplement is valued according to the "Projected Unit Credit Method" on the basis of the GBM 1015 mortality table (formerly GBM0510), with 2 years of age return and a discount rate of 5.25% (being the interest of the last issued island bond for the year; 2018: 4.5%).

In 2016, one of the three retired former employees passed away. The provision for duration allowance continues after the death for the widow of the former employee.

Major reparation and maintenance fund

Opening balance 1.1.2021	400,000
Additions	171,429
Closing balance 31.1.2021	571,429

Major reparation and maintenance fund has been created in 2020 for the upcoming roof renovation that is planned to be executed from mid-2023 and expected cost of this renovation is Afl. 1 million.

16 Payables under exchange transactions

	2021	2020
Accounts payable	266,081	200,167
Accrued expenses	110,316	43,212
Holiday allowance	143,993	137,609
Accrual unused vacation days	194,685	213,201
Other liabilities	263,393	125,793
Asset retirement obligation	-	60,750
	978,468	780,732

17 Payables under non-exchange transactions

	2021	2020
Erasmus +	204,799	479,395
Educational field trips student fund and faculty projects FEF	18,709	19,114
Educational field trips student fund and faculty projects FHTMS	27,740	30,301
Educational field trips student fund and faculty projects FAS	5,090	143,130
OCW Funds	183,496	845,945
EDF Funds: SISSTEM	-	267,545
ZonMw research projects	79,675	-
Heritage donation	53,750	-
	573,260	1,785,430

In December 2018, the Ministry of Education of Aruba signed a cooperation agreement with the Ministry of Education, Culture and Science of the Netherlands on stimulation of the local students to study in the Caribbean region. Projects' execution began in 2019 with remaining funds per 31 Dec 2021 of AFL 183.496 which are strictly to be used on projects as defined by this agreement.

18 Wage taxes and social security premiums

	2021	2020
Payroll tax payable	59,915	70,774
AOV/AWW payable	96,648	93,226
AZV payable	68,467	65,385
	225,030	229,385

19 Contingent events and obligations

Lease and rental contracts and other agreements with an obligation: The University has various long-term agreements. The amounts to be paid in the future under these agreements as at 31 December 2021 are as follows:

	Within 1 year	Within 5 years
Subscription Database Academic Collection	71,121	71,121
Subscription Research Methods	20,068	20,068
Subscription Academic Journals Collection	27,918	27,918
Subscription Database Social Work Abstracts	1,458	1,458
ERP Software	64,981	64,981
Rent Faculty Space	48,000	48,000
Waste Disposal Services	6,345	6,345
International Academic Collaboration	307,541	922,622
License Academic Journals and Books	22,507	22,507
Cleaning Services	91,553	91,553
Lease Cars	28,980	102,638
Subscription Legal Resources Database	29,857	29,857
Business Insurances	34,238	34,238
Lease Printers	53,256	53,256
Security Service	140,810	140,810
Student Administration Software	79,208	79,208
Library Management Software	20,533	20,533
Service Management Software	5,082	5,082
Qualitative Data Analysis Software	10,066	10,066
Maintenance Airconditioning	3,061	6,122
Course Evaluation Software	5,656	5,656
SDU Library Database	5,156	5,156
Alarm Services	7,132	7,132
Internet	16,718	39,010
Webmaster services	5,936	5,936
Mobility Software	3,570	3,570
Financial Journal Subscription	4,362	4,362
Anti-Plagiarism Software	2,802	2,802
Academic Solutions Marketing Licence	5,676	5,676
Writing Software	2,040	5,610
Statistical Software Platform	24,685	24,685
Hosting learning environment	4,437	4,437
Zoom software	8,281	8,281
Library Database JSTOR	5,616	5,616
Internet failover	5,597	9,794
eBooks streaming platform	11,193	11,193
IT management software	911	911
	1,186,351	1,908,210

COVID-19 salary cuts

As a result of economic crisis in early 2020 caused by the coronavirus pandemic, Aruba found itself in need for liquidity support. As a response to this, in May 2020, University of Aruba (UA) was asked by the Government of Aruba (GoA) to cut salary and benefits of all its employees by approximately 12,6% (5%/20% of base salary; 50% of vacation money; 50% of premiums). This appeal by the GoA has been made to all government entities and government-related entities in Aruba. These salary cuts were a condition pertaining to the liquidity support to the country Aruba from the Netherlands. Subsequently the GoA also cut government contribution to the UA for the period of May-Dec 2020 and Jan-Dec 2021.

UA has with effect from 1-May-2020 cut salaries of all its employees. The total realized amount of the cuts of employees employed during 2021 was AFL 810 thousand (2020: AFL 653 thousand) (amount excluding impact on pensions and social security contributions).

It is recognized that there is a potential risk of legal claims resulting from these cuts, however as there is an existing court ruling in Aruba that supports the legality of the cuts, the probability of a legal success is considered to be unlikely.

20 Related parties

The University regards a related party as a person or an entity with the ability to exert control individually or jointly, or to exercise significant influence over the University, or vice versa. Members of key management are regarded as related parties and comprise the Government of Aruba, Rector, Business Director, and the members of the Board of Trustees.

The extent of the transactions and balances with the related parties at the balance sheet date and the related costs and revenues for the year are as follows:

	2021	2020
Receivables		
Government of Aruba	711,301	231,645
Provision for receivables with Government of Aruba	(210,834)	(231,645)
Net receivables	500,467	-
Revenue		
Government of Aruba	11,488,000	10,992,000
Personnel expenses		
Members of the Board of Trustees and Rector	237,889	220,282

The Board of Trustees consisted of 5 members at year-end 2021 (2020: 4 members).

The employer's part of the pension premium is not included under the personnel costs rector.

The wage tax and social security contributions due to the Government of Aruba are not included, because the levy is not influenced by the parties' affiliation. The levying of taxes and social contributions is in fact governed by national ordinance with general scope.

INDEPENDENT AUDITOR'S REPORT

To: The Board of Trustees of University of Aruba
Oranjestad, Aruba

A. REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS 2021

OUR OPINION

We have audited the financial statements 2021 of University of Aruba, statutory established in Aruba.

In our opinion the accompanying financial statements give a true and fair view of the financial position of University of Aruba as at December 31, 2021, and of its result and cash flows for the fiscal year 2021 in accordance with the International Public Sector Accounting Standards (IPSAS).

The financial statements comprise:

- 1 the balance sheet as at 31 December 2021;
- 2 the statement of operations for the year 2021;
- 3 the cash flow statement for the year 2021; and
- 4 the notes comprising a summary of the accounting policies and other explanatory information.

BASIS FOR OUR OPINION

We conducted our audit in accordance with Dutch Standards on Auditing. Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the financial statements' section of our report.

We are independent of University of Aruba in accordance with the Code of Ethics for Professional Accountants and we have complied with the Dutch Code of Ethics.

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

B. REPORT ON THE OTHER INFORMATION INCLUDED IN THE ANNUAL REPORT

In addition to the financial statements and our auditor's report thereon, the annual report contains other information that consists of the Academic Report.

Based on the following procedures performed, we conclude that the other information is consistent with the financial statements and does not contain material misstatements.

We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements.

C. DESCRIPTION OF RESPONSIBILITIES REGARDING THE FINANCIAL STATEMENTS

RESPONSIBILITIES OF BOARD OF TRUSTEES FOR THE FINANCIAL STATEMENTS

The Board of Trustees is responsible for the preparation and fair presentation of the financial statements in accordance with the International Public Sector Accounting Standards (IPSAS). Furthermore, the Board of Trustees is responsible for such internal control as they determine is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements the Board of Trustees is responsible for assessing the company's ability to continue as a going concern. Based on the financial reporting framework mentioned the Board of Trustees should prepare the financial statements using the going concern basis of accounting unless they either intends to liquidate the company or to cease operations or has no realistic alternative but to do so.

The Board of Trustees should disclose events and circumstances that may cast significant doubt on the company's ability to continue as a going concern in the financial statements.

OUR RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objective is to plan and perform the audit assignment in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material errors and fraud during our audit.

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.

The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgment and have maintained professional skepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements.

Our audit included e.g.:

- ❖ Identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining 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;
- ❖ Obtaining 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 company's internal control;
- ❖ Evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures;
- ❖ Concluding on the appropriateness of Board of Trustees 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 company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a company to cease to continue as a going concern;
- ❖ Evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
- ❖ Evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Plusaccountants N.V.

Eagle, Aruba

April 21, 2022



Original is signed by Anthony G. Croes RA

Attachment: Detailed list of 2021 UA publications and contributions to conferences

Publications by UA staff members by publication category in alphabetical order

A1: Article in a scientific journal with (double blind) peer review

de Droog, M. (2021). Seeing through their eyes. Providing a more powerful public service for persons with a visual impairment in Aruba. *Work, organization and emotion*, Volume 12, Issue 2. 113-128.

Eugene, C., Graafsma, T., & Sanches, M. R. (2021) Conceptualizing Child Maltreatment and Human Development Using the Human Capability Approach. *Caribbean Journal of Social Work*, 14. 14-37.

Jadnanansing, M., Nierop, T. & DiPietro, R.B. (2021). Women in hospitality leadership: barriers and best practices in Aruba. *Journal of Human Resources in Hospitality & Tourism*, 20:2. 174-197.

Palacios E., van Beukering P., van Zanten B., Lacle F., Schep S. & Soellner I. (2021) Linking ecosystem services and the Sustainable Development Goals in Small Island Developing States: the case of Aruba. *One Ecosystem* 6: e71033.

Pesselse, G. (2021). Wordt goede bejegening correct behandeld. *Sancties* 2021/94.

Peterson, R.R., & DiPietro, R.B. (2021). Is Caribbean Tourism in Overdrive? Exploring the Antecedents and Effects of Overtourism in Sovereign and Non-Sovereign Small Island Tourism Economies (SITES). *International Hospitality Review* Volume 35. 19-40.

Stupar Rutenfrans, S., Verdouw, P., van Boven, J., Aleksandrova Rushkina, O., Batkina, A., Aksoz Efe, I., Hamzallari, O., Papageorgopoulou, P., Uka, F., Petrovic, N., Statovci, A., Rutenfrans-Stupar, M., Garbin Pranicevic, D., Zahaj, S., & Mijts, E. (2021). Ethnic Outgroup Aggression: A Pilot Study on the Importance of Emotion Regulation, Nationalism and Susceptibility to Persuasion. *International Journal of Intercultural relations*. Vol 84. 79-85.

D: Dissertation for Doctorate

Illes, R. (2021). Between a rock and a hard place: challenges, strategies and resolution of value conflict mediation (Diss). Leiden University.

Jadnanansing, M. (2021). Women in hospitality leadership: barriers and best practices in Aruba (Diss.). University of Aruba.

Mijts, E. (2021) The situated construction of language ideologies in Aruba: a study among participants in the language planning and policy process (diss.) Antwerp University/Ghent University.

H1: Book chapter published by an academic publishing house or scientific organization

Allen, R. M., Alofs, L., de Geus, L. & Smeulders V. (2021) Epiloog, uitdagingen in het veld. In: G. Oostindie & A. van Stipriaan (eds.) *Antilliaans erfgoed deel 2. Nu en Verder*. Leiden University Press. 257-266.

Alofs, L. (2021). De brug van Dinxperlo naar Willemstad. In R. Severing, E. Echteld & E. Mijts, Wim Rutgers, vijf decennia Caribische literatuurstudie, *Liber Amicorum*. Willemstad: UoC. 15-16.

Alofs, L. (2021). Caraïbisch erfgoed en onderwijs, naar een didactiek voor immaterieel erfgoededucatie in de Nederlandse Caribben. In: G. Oostindie en A. van Stipriaan (red.) *Antilliaans erfgoed deel 2. Nu en Verder*. Leiden

University Press. 203-232.

Bonnevalle-Kok, R.A. (2021) Prescrição nos Países Baixos. In: Ney Fayet Júnior (red.) Prescrição penal: temas atuais e controvertidos: doutrina e jurisprudência. Aspas Editora, 4th ed. Pp. 1-16

CohenMiller, A. & Boivin, N. (2021). Chapter 7. Integrating the Arts with Collaboration and Co-Production, with Patricia Leavy and Nadia Dresscher-Lambertus. In A. CohenMiller & N. Boivin, Questions in Qualitative Social Justice Research in Multicultural Contexts. Routledge/Taylor and Francis

Franken, T. (2021). Het landschap van Nederlands-Caribisch cultureel erfgoed. In: G. Oostindie en A. van Stipriaan (red.) Antilliaans erfgoed deel 2. Nu en Verder. Leiden University Press. 19-36.

Heutger, V. (2021). Wet Consumentenkrediet. In H.B. Krans, C.J.J.M. Stolker, W.L. Valk & M.H. Wissink, Tekst en Commentaar, Vermogensrecht, 11de druk. Kluwer.

Heutger, V. (2021). Wet Consumentenkrediet en titel 2A boek 7 BW, Consumentenkredietovereenkomsten, In H.B. Krans, C.J.J.M. Stolker & W.L. Valk, Tekst en Commentaar, Burgerlijk Wetboek, 14de druk. Kluwer.

Mijts, E. (2021). Samen lezen. 20 jaar verkenning van de Caribische literatuur aan de hand van Wim Rutgers. In R. Severing, E. Echteld & E. Mijts, Wim Rutgers, vijf decennia Caribische literatuurstudie, Liber Amicorum. Willemstad: UoC. 65-66.

Mijts, E., Kester, E.-P. & Faraclas, N. (2021). 'Challenges for Inclusive Education Through Home Languages in the Caribbean Part of the Kingdom of the Netherlands: Challenging Colonial and Neo-Colonial Beliefs About the Role of Languages in Education.' In: J. Jules & K. Belgrave: Transformative Pedagogical Perspectives on Home Language Use in Classrooms. IGI Global. pp. 172 - 185.

MA1: Monography as author or co-author

Alofs, L. (2021). Goddelijk zoals gewoonlijk, leven en werk van Mo Mohamed. LM publishers.

Mincke, W. & Heutger, V. (2021). Einführung in das niederländische Recht, 2. Auflage. JUS-Schriftenreihe, Beck.

ME1: Publication as editor or co-editor

Neus, H., Berenos, B., Mijts, E., Echteld, E., Groothuijse, K., Severing Holman, R., Rutgers & W. Severing R. (2021) Taalkunde, Literatuur en Onderwijs: Nederlandse taal in contact. Vijfde CARAN-conferentie. IMWO, UA, UoC.

Pesselse, G. & Bonnevalle-Kok, R.A., (red.) (2021). Wetgeving Arubaans straf- en strafprocesrecht. Bju.

Severing, R., Echteld, E. & Mijts, E. (2021). Wim Rutgers, vijf decennia Caribische literatuurstudie, Liber Amicorum. University of Curaçao.

Vidmar, J. & Bonnevalle-Kok R.A. (Eds) (2021), Hague Yearbook of International Law, Volume 32 (2019). The Hague: Martinus Nijhoff.

N1: Note to a judicial decision published in a scientific journal with (double blind) peer review

Bonnevalle-Kok, R.A., Strafrechtelijke jurisprudentie van het EHRM, HR en GHvJ, in: Caribisch Juristenblad 2021 (1) Caribisch Juristenblad 2021 (3)

Pesselse, G. (2021) Noten bij Gemeenschappelijk Hof van Justitie van Aruba, Curaçao, Sint Maarten en van

Bonaire, Sint Eustatius en Saba

- 29 oktober 2020, ECLI:NL:OGHACMB:2020:284, CJB 2021 (10) 2, p. 153-161.
- 19 januari 2021, ECLI:NL:OGEEA:2021:5, CJB 2021 (10) 2, p. 162-168.

Pesselse, G. (2021.) Noot bij Beroepscommissie RSJ

- 11 december 2020, nr. R-20/7674/TA, Sancties, 2021/35.

Pesselse, G. (2021). Aantekening bij Beroepscommissie RSJ

- 16 juni 2021, nr. R-20/7877/JA, Sancties, 2021/87.
- 23 juni 2021, nr. R-21/21874/TA, Sancties, 2021/88.
- 13 april 2021, nr. R-20/8650/TA, Sancties, 2021/77.
- 12 april 2021, nr. R-20/16725/TA, Sancties, 2021/75.
- 9 april 2021, nr. R-20/8539/TA, Sancties, 2021/74.
- 5 en 15 maart 2021, nr. R-20/16432/TA en R-20/6706/TA, Sancties, 2021/72 & 73.
- 23 februari 2021, nr. R-20-8294/JA en R-20-8295/TA, Sancties, 2021/71.
- 20 januari 2021, nr. R-20/7906/JB, Sancties, 2021/58.
- 19 januari 2021, nr. R-20/7930/TA en R-20/8311/TA, Sancties, 2021/57.
- 19 januari 2021, nr. R-19/5580/TA, Sancties, 2021/55.
- 19 januari 2021, nr. R-19/5356/TA, Sancties, 2021/54.
- 11 december 2020, nr. R-20-7920/TA en R-20-7926/TA, Sancties, 2021/36.
- 11 november 2020, nr. R-20-7939/JB, Sancties, 2021/33.
- 12 oktober 2020, nr. R-20-5948/TP, Sancties, 2021/32.
- 15 september 2020, nr. R 20-6567/JA en R-20-6583/JA, Sancties, 2021/31.
- 26 augustus 2020, nr. R-20/6966/TA, Sancties, 2021/15.

R: Book review published in a scientific journal with (double blind) peer review

Lacé, F. (2021). [Review of the book Travel and Tourism in the Caribbean: Challenges and Opportunities for Small Island Developing States, by A. Spencer]. Island Studies Journal, 16 (2), 385-387.

V: Reports

Arias, N. & de Droog, M. (2021). Effectivity study of PRISMA Aruba. A self-management education program for adults with type 2 diabetes in Aruba. Fundacion Diabetes Aruba

Croes, J., Wardlaw, J.J., DiPietro, R.B. (2021). State of Vacation Ownership and Timeshare Industry on Aruba. Research report completed for the Aruba Timeshare Association in collaboration with the University of Aruba on February 1st, 2021.

Franken, T. & Alofs, L. (2021). Op weg naar verduurzaming van impact: Een analyse van noden in Caribisch Nederland en van aangrijpingspunten voor een programmatische aanpak door de Samenwerkende Fondsen Cariben. Samenwerkende fondsen Nederland.

Haviser, J., Allen, R.M., Alofs, L. et al. (2021). Report of the Statia Heritage Research Commission (SHRC) for the Government of St. Eustatius, Netherlands Caribbean; Findings and Recommendations from SHRC reviews.

Selected research publications extraordinary chairs of the UA

FAS

Bakker, W.E. (2021). Geef prioriteit aan de proeftuin. De vervagende scheidslijn tussen student en professional. In: *Th&ma* Tijdschrift voor Hoger Onderwijs, 2021/2, p. 42-47.

Cendon, E., Bakker, W. and Halttunen, TG. (2021). Learning for impact in a changing world. In: *European Journal of University Lifelong Learning*, eucen Studies, 5(2021)1. <https://doi.org/10.53807/0501qh9e>

de Jong, A., Lockhorst, D., de Kleijn, R., Noordegraaf, M. & van Tartwijk, J., (2021). De rol van schoolleiders bij organisatieveranderingen. In: *Basisschoolmanagement*. 4, p. 26-28.

Noordegraaf, M. & Brock, D. M., (2021). Protective and connective professionalism: What we have learned and what we still would like to learn. In: *Journal of Professions and Organization*. 8, 2, p. 228-236.

Noordegraaf, M., Terpstra, N., Douglas, S., Schiffelers, M-J., de Graaf, B. A. & Kummeling, H. (2021). Nood breekt wet? Over de onbedoelde en ongewenste gevolgen van een noodtoestand bij dreiging. In: *Ars aequi*. 2021, p. 704-712.

FdR

de Groot, G.R. (2021). Recensie dissertatie G. Karapetian, Morganatisch burgerschap. Een onderzoek naar burgerschap en politieke representatie van de overzeese burger in het Koninkrijk der Nederlanden, de Franse Republiek en de Europese Unie, dissertatie Groningen 2020. In: *Tijdschrift voor constitutioneel recht* 2021, p. 150-155.

de Groot, G.R. & Tratnik, M. (2021). *Nederlands nationaliteitsrecht*. Monografiën privaatrecht 14, vijfde geheel herziene druk, Deventer: Wolters Kluwer.

de Groot, G.R. (2021). *Analysis of current practices and challenges regarding the avoidance and reduction of statelessness in Europe*, Strasbourg: Council of Europe CDCJ-GT-APA(2019)3

Keuning, A & E.F. Stamhuis (2021). Het rechtsmiddel van verzet is wat waard, *Caribisch Juristenblad* 2021/afl. 2, p. 107 – 119

Contributions to conferences in alphabetical order

Alofs, L. (2021, June 21) Circular Business and Waste Management in Aruba. Industrial Society for Industrial Design: Spotlight Session Islands

Carmona Baez, A., Mijts, E. & Echteld, E. (2021, June 10). Food security and economic diversification. [Conference presentation] Sustainable Island Futures II-symposium SISSTEM/Mol. Aruba/Waterloo/online.

Carmona Baez, A., Mijts, E. & Echteld, E. (2021, June 14 - 18). Food security and economic diversification. [Conference presentation] NWO Caribbean Research week 2021/online.

Facun, Kryss (2021, June 10) Vertical Farming, the practice of cultivating plants on a stacked layer to optimize space. Sustainable Island Futures II-symposium. SISSTEM/Mol. Aruba/Waterloo/online.

Facun, Kryss (2021, June 14-18) Vertical Farming. NWO Caribbean Research week 2021/online.

Faraclas, N., E. Mijts & E.-P. Kester. (2021, August 15-20_ Colonial, neocolonial and postcolonial ideologies in immersion programs for students in formal education systems: The Scol Multilingual program in Aruba. [Conference presentation] At panel: Language immersion as linguistic ideology. AILA 2021 Congress, Groningen.

Krick, S., de Droog, M., Bakker, W., & Vaidelyte, E. (2021, October 25 - 29) Undergraduate Public Administration Programs as Pipelines: How are we preparing students for graduate schools and careers in the public sector? [conference panel]. NASPAA 2021 Conference: Reimagining the Civic Square, virtual.

Mertens, A., N. Buys, G. Gielen, P. Arens & E. Mijts. (2021, September 20-21) Lessons learned from SISSTEM – an innovative north-south partnership between two universities towards sustainable development of small island states. [Conference presentation] IC-SD 2021, online

Mijts, E. (2021, May 31 - June 2). Sustainable Islands solutions through STEM. [Conference presentation] Aruba Investment Summit. Oranjestad/online

Mijts, E., van Veghel, A., Acevedo, D. & Facun, K. (2021, June 14 - 18). Sustainable Island Solutions through STEM. [Keynote presentation] NWO Caribbean Research week 2021/online.

Mijts, E. (2021, June 27 - July 2) Exclusive colonial language laws, policies and practices in a decolonizing world [Conference presentation] IPrA - 2021, Winterthur/online

Mijts, E. (2021, December 9-11) Een dekoloniale benadering van taalbeleid in het Caribisch deel van het Koninkrijk der Nederlanden [Conference presentation]. CARAN VI, Willemstad, Curaçao.

Mijts, E. & V. Wenzel (2021, December 9-11) Zelfevaluatie van taalvaardigheid onder beginnende studenten: twee onderzoeken in het Academic Foundation Year in Aruba [Conference presentation]. CARAN VI, Willemstad, Curaçao.

Plaza, D., L. Becker, I. Chung & E. Mijts. (2021, October 7-9) Collaborative Online International Learning: Coasts Compared: Aruba & Oregon. [Conference presentation]. AAC&U conference Global learning re-imagined. Washington/online

Skrimizea, E., Lacle, F., Parra, C. (2021, December 14) Islands, tourism and water: Water stress as a symptom of the insularity-islandness tension. [Conference abstract & presentation]. Symposium Sustainable Island Futures III.

Van Veghel, A.S., Bleukx, K., Janssens, D., van den Bergh, J., van Krunkelsven, E., Honeth, M.E R., Geeraerd, A. (2021, June 10). Ongoing research on the environmental impact of Aruba's food basket. (Abstract No. 6). Presented at the Sustainable Islands Futures II, SISSTEM/Mol. Aruba/Waterloo/online.

Van Veghel, A.S., Bleukx, K., Janssens, D., van den Bergh, J., van Krunkelsven, E., Honeth, M., Geeraerd, A. (2021, June 23 - 25). Insight into the environmental impact of the food basket of an island: case study of Aruba. Challenges and solutions in moving from an exploratory analysis towards a more detailed analysis. In: 6th International ISEKI-Food Conference. Sustainable Development Goals in Food Systems: Challenges and Opportunities for the Future., (Abstract No. 343). Presented at the ISEKI-Food 2021, Online.

Weekes, C., Mijts, E. & van Caneghem, J. (2021, Oct 11-15). Sustainable strategies for materials and energy recovery from municipal solid waste in small island states: a case study of Aruba. 18th International symposium on waste management and sustainable landfilling. Sardinia.

Next to research publications and conference contributions, in 2021, staff members of the UA also engaged in

research roles such as reviewer or editorial board member for scientific journals, (co-) promotorship of PhD projects, guest lectures at sister institutes, (co-)chair of research projects and membership of scientific committees of conferences.