

Annual Report

2020

University of Aruba



University of Aruba



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REPORT FROM THE BOARD OF TRUSTEES



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 2020 were: the President of the BoT, mr. Sharin D. Luydens (until August 2020), Vice-President of the BoT, drs. Herry M. Koolman, who has taken over a role of acting President of the BoT as of August 2020; members dr. Rigoberto H. Croes, and drs. Angelo Brete. A new member Petrisa I. LaSorte has been appointed as of 1 July 2020.

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.

2020:

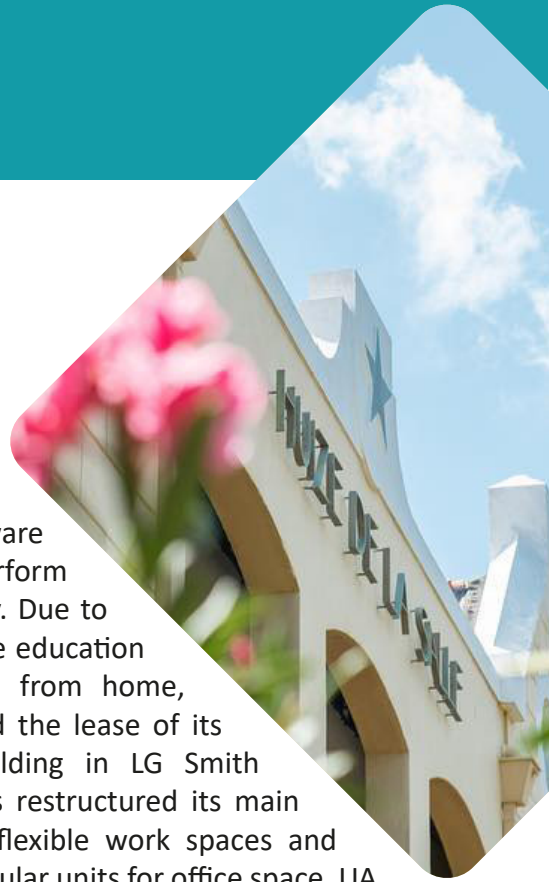
THE YEAR UNLIKE ANY OTHER

The focus which the University of Aruba has taken in 2020 has been heavily influenced by the COVID-19 pandemic. The pandemic had a profound effect on our students, staff, operations and the Aruban community at large. In mid-March 2020, the Government of Aruba (GoA) has taken steps to contain the virus and had imposed a 'shelter in place'. The UA was physically closed for several weeks and gradually reopened later on with limited operations and safety protocols in place. UA has switched from face-to-face to online education almost overnight which required adjustment in the way of work for all staff. UA's financial support from the GoA has been reduced by over 1 million AFL in 2020 and significant decrease has been noted in other streams of UA's income. UA took a stance of solidarity and on request of the GoA reduced salary and benefits of all its staff. A thorough risk assessment in relation to COVID-19 has been performed and measures have been taken to ensure the continuity of our operations and fulfilling of our strategic objectives.

The pandemic also had many positive effects on the UA. While digital and blended learning have been on the agenda of the UA for some time, we have only fully embraced this option and used the technology at hand in 2020. Digitalization has taken on another level across the UA and costs saved in the physical operations were invested in making our IT environment more stable and safe and in ensuring all staff has

sufficient hardware and software to perform their work digitally. Due to limited face to face education and staff working from home, UA has terminated the lease of its administrative building in LG Smith Boulevard and has restructured its main campus to more flexible work spaces and added several modular units for office space. UA has also taken steps to reduce, cancel or renegotiate existing contracts with suppliers to reflect the new reality. The pandemic had a positive effect on the number of students staying in Aruba for their studies as opposed to going abroad. UA has seen an increase in students especially opting for the Academic Foundation Year. Due to travel bans and restrictions, only a few international exchanges of students took place. Center for Lifelong Learning and UA onboarding events also went digital and gave us the opportunity to improve our online services. We moved on to more sustainable working with removing activities that used paper and fully digitalized our finance and human resource administration.

We have witnessed a great effort across all UA staff and students to make this work and we are proud to have seen 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 2020, the central focus has been on addressing the issues directly coming out of the pandemic situation and ensuring that the UA stays afloat financially, operationally while becoming better able to provide high quality online education.

In 2020, the Board of Trustees devoted increased attention to the preparation of changes in governance structure of the UA and the road to a more coherent model of the governance structure based on a two-tier board model. The BoT further assessed the needed procedural and legal changes in the governance of UA to be implemented in due time.

The Board of Trustees has accepted the resignation of the Rector dr. Glenn Thode and has launched a recruitment process for the new Rector. The COVID pandemic postponed the roll out of the new strategic plan and beginning of the preparations to obtain the Institutional Accreditation by NVAO initially planned to be achieved by 2024.

The FEF re-accreditation site visit was initially planned for March 2020, but due to the pandemic it was postponed to June 2021.

In 2020, Financial Statements of the years 2018 and 2019 have been finalized and audited by the external accountant with an unqualified opinion marking the end of any backlog in the production and approval of financial statements of the past. The UA took a step to promote transparency by publishing its annual reports of 2018 and 2019 on the UA's website and communicated this to the public through a press release and press conference. 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 and show an example to others who might want to follow.

Future outlook

Limited physical operations and travel restrictions are expected to continue in 2021 albeit at a hopefully decelerating pace towards the latter part of the year. Supported by experiences gathered during 2020, we are confident that we can maintain our level of quality of education and research and emerge even stronger as institution supporting Aruban society as it is rebuilding its economy with focus on sustainability. We are looking forward to further develop and enlarge the SISSTEM program focused on sustainable island solutions and to further embrace digitalization and blended learning as core to our services and operations.

As the BoT we would like to express our special appreciation and gratitude to all UA employees for their contribution and commitment to the UA during the year 2020 and to all students for their resilience and cooperation and we look forward to each one's continued support in the years ahead.



MANAGEMENT REPORT



Glenn Thode,
Rector University of Aruba

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.** the University of Aruba collaborates with institutions and organizations that practice scientific research, both on and off the island.



The University of Aruba started with a single faculty offering a single program. By the year 2020, 32 years since opening its doors, the University of Aruba contained 4 Faculties offering in total more than ten programs, the non-faculty contained Academic Foundations Year program and many courses thru our Center for Lifelong Learning that result in certifications and valorization of much needed sophisticated competencies to the Aruban community.

As a startup university within a young country, in 1988 there was no local coherent academic community in Aruba to provide the University of Aruba with the academic injections necessary for its creation and further development. The necessity to collaborate, born out of scarcity, was turned into a strategic choice to build all programs based on collaboration aimed at seeking synergy between local staff and strong international partners. In 2019, the SISSTEM program, funded by the EU and set up in collaboration with KU Leuven, was added to the offerings of the Faculty of Arts and Science (FAS). This is a testament to the successes this strategic choice has to offer the UA and the Aruban community.

By 2020, the University of Aruba is maturing steadily. There is a solid commitment to continue collaboration with our partners to consolidate the capacity within the education programs and to take responsible steps towards increased diversity and more visible scientific research and output. The year 2020 brought the Coronavirus pandemic to Aruba and the academic network the University of Aruba relies upon. This has stretched the flexibility of all the members of our academic community, the scholars, the students and all our support staff and partners who together make the University of Aruba. I am thankful that this challenge was faced by our teams with the determination to continue to offer the best possible education, research and service to society possible given the circumstances. Through this pandemic, it has become evident that we base our work on and embody the following principles.



Our purpose and direction

The University of Aruba will guide Arubans to deepen their self-consciousness, sense of being and belonging, and contribute to an elevated existence as part of humanity. For this, through the University of Aruba, we will study ourselves as individuals and as a community, find ways to better ourselves in all our roles and responsibilities and then reach out to the world to help humanity in its further development. The University of Aruba is an agent for the creation of an enlightened 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

As with most organizations and businesses, the year 2020 revolved around Covid-19. What started as a promising year in which the University would start moving towards the steps needed to address Institutional Accreditation by 2024-2025, quickly changed into an “all hands on deck” type of situation. The UA managed to quickly switch from a face-2-face educational institute, to a completely online environment. Financially the UA was impacted due to a 12.6% cut in the government’s contribution for 8 months of 2020 and the financial outlook for the coming years has become uncertain.

During 2020 all the UA’s major technological innovations were driven by Covid-19 and finding ways to be able to continue to deliver the educational programs and administer exams, but also making remote work available to support staff. However, we also continued to work on accessibility through a single-sign-on application for all our major software platforms, as well as fortification of our ICT infrastructure by implementing various projects, including installing new server capacity.

Our Center for Lifelong Learning did not sit back and wait until they could organize in-person courses and lectures again, they evaluated how to offer their activities in an online version and were able to reach quite a larger audience. The traditional “Open House” where we host potential students and their parents at the UA was also impacted as we could not host hundreds of people on campus. The online version of Virtual open day events in April and November worked well from a technological point of view. Events however did not reach the number of students we had hoped for. A clear indication that not everything works as well on-line as it does off-line. UA also participated in different online college fair such as the Aruba College Fair, Curacao College Fair and the Caribbean College Fair.

The sudden and forced switch to online education due to Covid-19 did no longer offer the option to continue in the “old ways” and therefore acceptance and application of the new technology was not challenged. The UA has learned many lessons and had to learn them quickly, the focus towards the coming period should be on how to apply these lessons going forward and continue to grow with this newly acquired knowledge.

The ability to mitigate most of the negative Covid-19 related impact speaks for the resilience and flexibility of the organization and its employees. After the initial shock of the “new reality”, the second half of 2020 was about fortifying the new way of working through the further implementation of structures, tools and procedures. The staffing situation of the Offices and Centers side of the organization was luckily very stable, whereas the number of students for the academic year 2020-2021 increased due to the restrictions regarding travel and other Covid-19 related issues.



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)



FDR offers two study program tracks, a bachelor and a master degree program in Aruban Law. The curriculum offered is organized according to the European Bachelor - Master structure. 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. In the master program students have the possibility to specialize in three different profiles: Civil Law, Penal Law, or Constitutional and Administrative Law. The Bachelor program is designed to be a three-year full-time study track (or a five-year part-time track), and the Master program is designed to be a one-year full-time study track.

Faculty of Accounting, Finance and Marketing (FEF)



FEF offers two Bachelor programs in applied sciences. One is the Business Economics, which leans strongly towards Accounting and the other is Commercial Economics, which leans towards Marketing. The faculty works with a major-minor structure. The major is the core of the study. The propaedeutic phase, the second and third year and the graduation assignment are part of the major. The minor is the first semester of the fourth year where the student chooses to deepen his/her knowledge in specific subjects. Student can choose from a number of minors within the FEF, but the student can also opt for a minor at a university of applied sciences abroad.

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.

The propaedeutic phase of the study has a duration of one year and is concluded with a propaedeutic certificate. The main phase of the study has a duration of three years and is concluded with a certificate conferring the right to use the title Bachelor of Economics (BEc) for the specialization Accounting & Finance / Business Economics or with the title Bachelor of Commerce (BCom) for the Marketing track.



Faculty of Arts and Science (FAS)

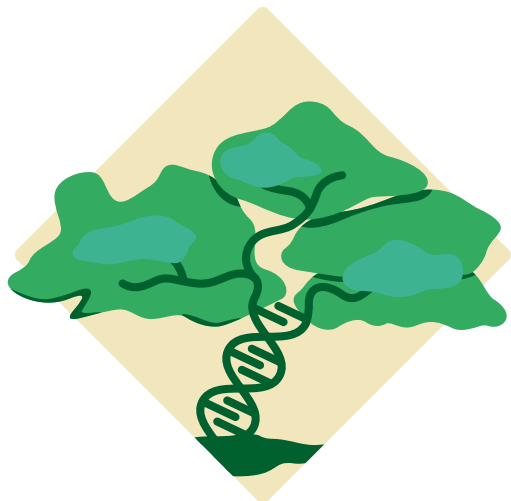
The FAS is the first faculty to offer studies in a variety of disciplines. It offers the Organization, Governance and Management (OGM), Social Work and Development (SW&D) and the Mathematics Teacher Programs.

The FAS offers a significant expansion of higher education opportunities in Aruba, as well as an expansion of research and social services in the field of social and cultural studies and humanities. The integration of the FAS at the University of Aruba had a multiple impact on the society of Aruba and reinforces the role of the University as an agent of change in the society around it. 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.



Sustainable Island Solutions through Science, Technology, Engineering and Mathematics (SISSTEM)

On 1 August 2019, the SISSTEM project launched at the University of Aruba, an ambitious program aimed at developing critical capacity for Sustainable Island Solutions. 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. The program was developed and implemented in close collaboration with our partner KU Leuven, Belgium, on this project. SISSTEM offers a 3-year, 180 EC (European credits) bachelor program in STEM with specializations in bio-environmental sciences, technology and engineering, and informatics and data sciences. As of September 2022 the program will also offer a 1.5-year, 90 EC multidisciplinary master program. There are also 11 PhD projects for sustainable development in small island states and a research and development center. The SISSTEM project is the result of a collaboration between the University of Aruba, KU Leuven and the initial phase is funded by the EU as part of the EDF-11 fund. In September 2019, SISSTEM welcomed its first students. For SISSTEM, the University of Aruba has been granted right of use of the building Maria Convent next to the La Salle building in Oranjestad, Aruba. Renovation works of the building are expected to be finalized before opening of the academic year 2022/2023. The new building will include new library and a new building will be built to house laboratories.



Faculty of Hospitality and Tourism Management Studies (FHTMS)

FHTMS offers two degree programs, The Bachelor of Science program in Hospitality and Tourism Management and the Master of Business Administration (MBA). 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. In this three-year program, students are introduced to the various business aspects of Hospitality and Tourism, including: Organization & Management, Sales & Marketing, Human Resources & Training, Operations & Technology, Economics and Finance & Accounting. Students also explore the international world of tourism and learn about the role and importance of sustainability in culture, heritage, nature and the environment.

The MBA is a program with a differentiated path in both education and financing aspects. The program is offered by a combination of local UA faculty members and faculty members from the University of South Carolina. The MBA program offers business professionals the opportunity to develop their leadership competences and scientific capabilities in the field of (international) business and management. 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.



Academic Foundation Year (AFY)

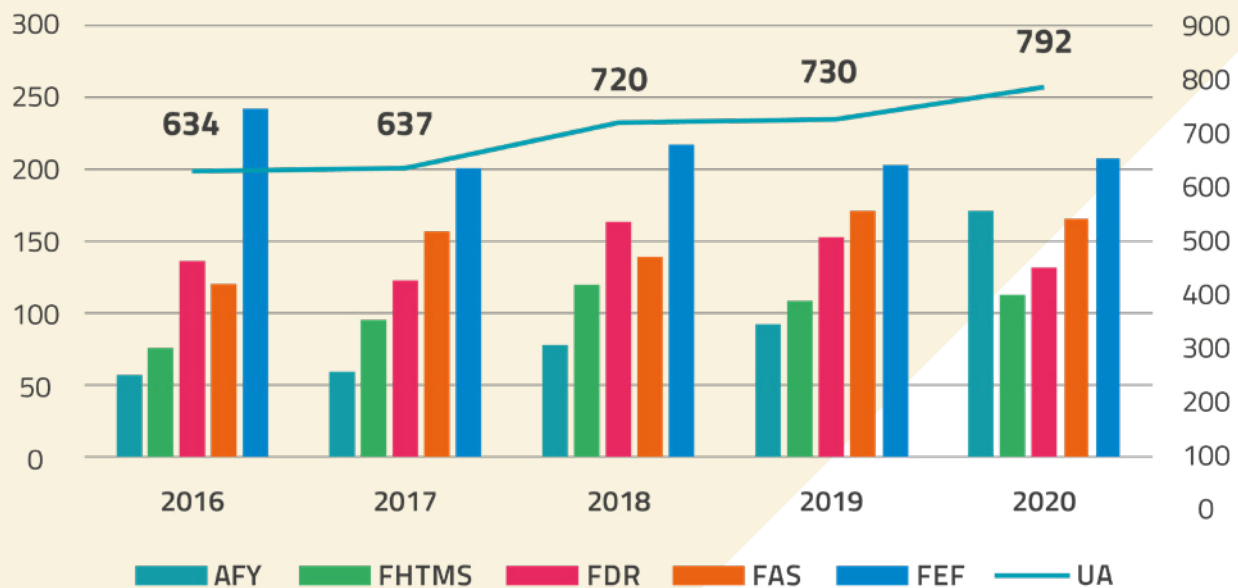
In 2016 the UA started with the Academic Foundation Year (AFY) certificate program, which was started as an externally financed pilot to answer the need for a stronger academic foundation for young Arubans in their passage from secondary to tertiary education. In 2018 and 2019 the increased popularity of this program has shown it was much needed and this was further emphasized in 2020 with double the enrollment of 2019.

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. AFY students are trained in language skills, research skills and critical thinking skills and go through a coaching trajectory that is tailor made for the program. Students in the AFY get the opportunity to participate in courses at the faculties of the university as well as electives offered by the program itself so they can experience the characteristics and challenges of the academic disciplines.

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.

Statistics

Number of students per faculty UA 2016-2020



* 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.

Total number of UA active students is steadily increasing over the years with a projection of further increase. In 2020, UA has seen 85% increase in the number of students of AFY. This increase is attributed to the effect of the travel restrictions as a result of COVID-19 pandemic. FEF remains the biggest faculty with over 200 students. Decrease was seen in FDR and FAS student year on year.

Programs

Composition of program size per faculty in 2020 is shown in the figure below.

Programs per faculty 2020
Size based on number of students



In 2020, UA offered 2 master programs with 69 students (2019: 67 in 3 master programs) and 8 bachelor study programs with 460 students (2019:479). 172 students attended AFY (2019: 93).

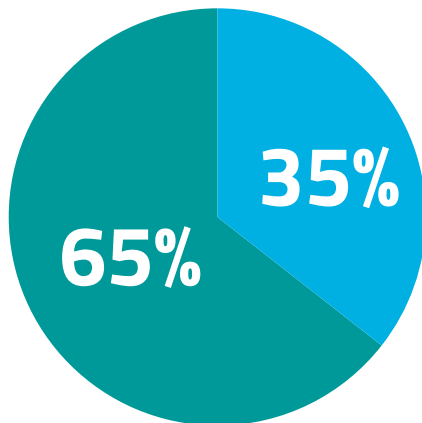
Number of accepted students per program			Degree	2020	2019	2018
FAS	AOGMB	Organization & Management	BA	60	61	62
	ASWDB	Social Work	BA	65	64	44
	AWVOL	Mathematics	BA	19	35	34
	SIS	SISSTEM	BA	22	12	0
FDR	DDPIETL	Double Degree Program	MA	0	8	17
	RB	Bachelor in Law	BA	98	107	103
	RM	Master in Law	LLM	34	38	44
FEF	FBEB	Accounting and Finance	BA	78	80	90
	FCEB	Marketing	BA	39	32	30
	FNOVAA	Post Bachelor Accounting	AA	7	8	10
	FP	Propaedeutic	Certificate	84	81	85
	PBCONT	Post Bachelor Controlling	Certificate	0	2	2
FHTMS	TITMB	Tourism and International Business	BA	79	88	80
	TMBA	Master of Business Administration	MBA	35	21	40
AFY	AFY	Academic foundation year	Other	172	93	79
Total				792	730	720

Demographics

In 2020 in line with the average of the last 5 years, UA students have been pre-dominantly female.

Male/ Female Students

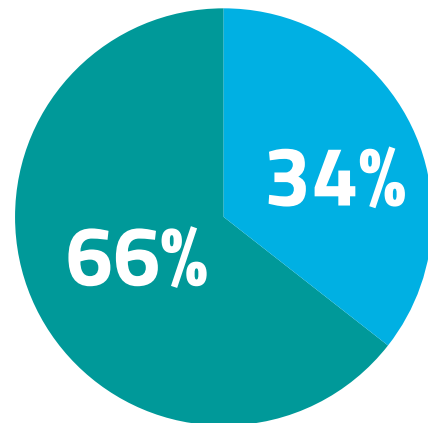
UA 2020



Male Female

Male/ Female Students

UA 2016-2020 Average

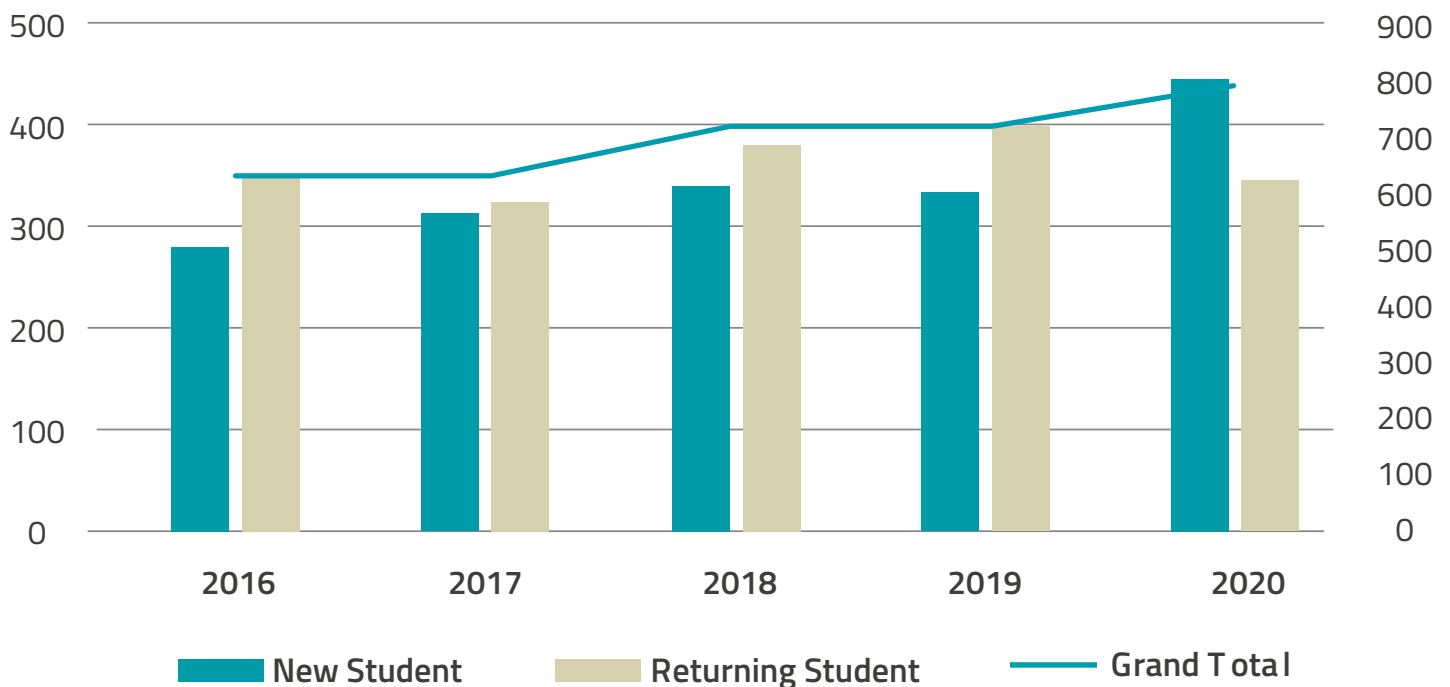


Male Female

New compared to Returning students

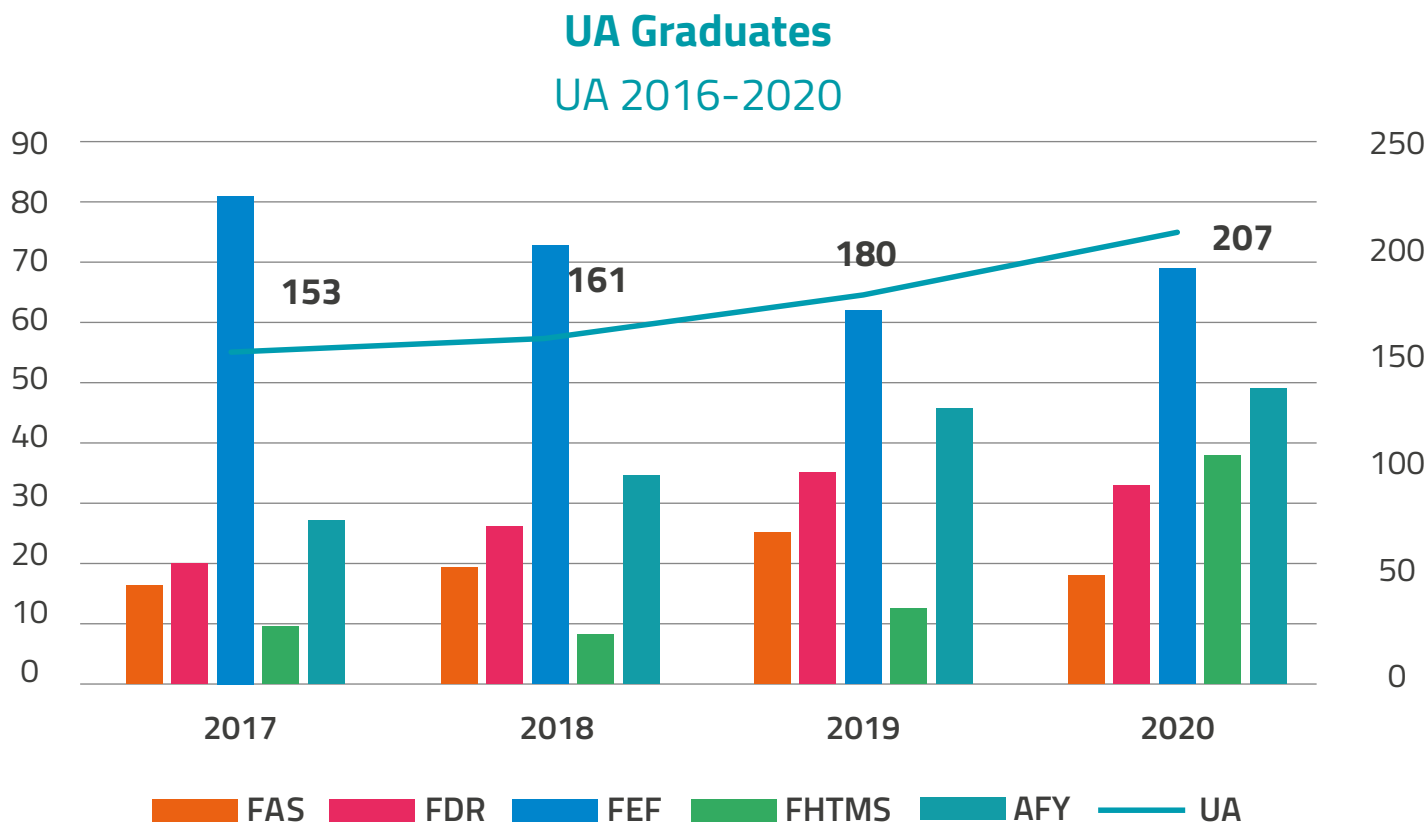
In 2020, a shift is seen between the balance of new versus returning students, where new students outweigh the returning students, mainly caused by 85% increase in AFY students.

New and returning students UA 2016-2020



Graduates

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



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 would serve as a platform for developing, stimulating and facilitating research across faculties and potentially serve as a National Research Center.

In March 2020 UA hosted a meeting with Dr. Jeanet Bruil, head of the Dutch Research Agenda (NWA) at the Dutch Research Council (NWO) to discuss the challenges and opportunities of obtaining research funding via the NWO. The NWO have recently changed their grant rules, as a result researchers from research institutions in the Caribbean part of the Kingdom of the Netherlands can now act as main or co-applicants within all NWO calls for proposals.

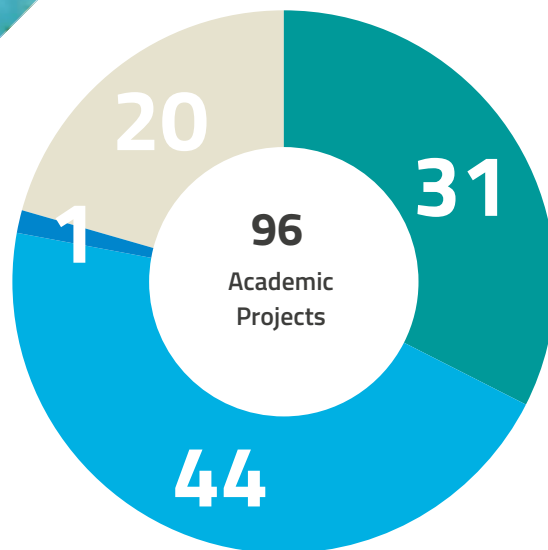
In 2020, UA has participated in the call for proposals by NWO and ZonMw with 4 separate research proposals:

- Improving Resilience and Quality of Life in Small Island Communities;
- Civil Society Organizations for Sustainability in the Dutch Caribbean;
- COVID-19, Food Security and Economic Diversity in Curaçao, Aruba and Sint Maarten;
- Upholding human rights in a pandemic: The Social Impact of COVID-19 measures on vulnerable families in Curaçao, Aruba and St. Martin

ACADEMIC PROJECTS

Academic output

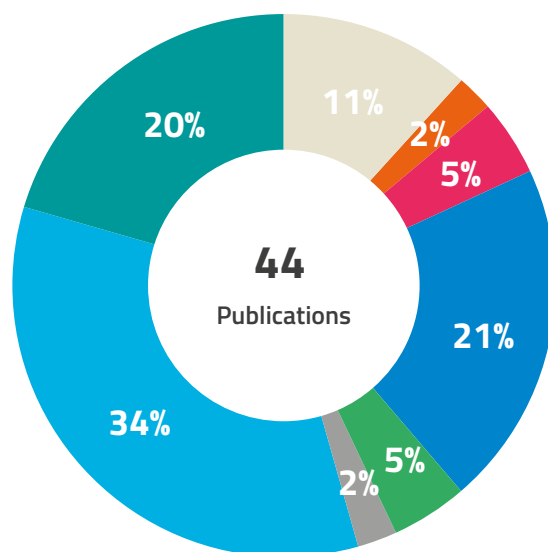
In 2020, 96 research and academic projects (2019: 84) were realized by the employees of the UA.



Academic output per type

UA 2020

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



UA Publications

in 2020

- A1 - Articles in scientific journals
- A2 - Articles in scientific journals
- E - Editorials
- H1 - Chapters in books
- K - Contributions in newspapers and magazines
- ME1 - Books
- N1 - Note to a judicial decisions
- V - Minutes and reports

Faculty	Publication	Publication Category Code
AFY	- E. Mijts (2020). 'Home Languages and Higher Education: In: Pieters, Danny and Thijs Keersmaekers (eds). Internationalisation of Universities and the National Language. Language Policy Interventions and Case Studies. Berlin: Peter Lang	H1
AFY	- E. Mijts, M. Eppinga, T. de Scisciolo: Putting sustainability research into practice on the university campus: an example from a Caribbean small island state; IJSHE Vol. 21, No.1. pp. 54 - 75.	A1
AFY	- E. Mijts & R. Supheert & F. Bamberger. 'Internal Communication at the University of Aruba'; in Le Pichon, E., J. ten Thije & R. Beerkens (eds.) Enhancing intercultural communication in organisations: insights from project advisers. pp. 49 - 57.	H1
FAS	- N. Arias, M. de Droog: Prisma Aruba: Diabetes education program effectivity research; Part 1 pulished on UA website	V
FAS	- Eugene, C., & Graafsma, T. L. G. (2020). Children's Human Capabilities and Child Maltreatment . Journal De Ciencias Sociales	A1
FAS	-W. Bakker, M. de Droog: Towards a Kingdom Mobility Program in Higher Education. Proposal for a three-year pilot program in the Kingdom of the Netherlands: published at UA website	V
FAS	-B. Feenstra, L. Alofs; De Zaak is Rond: Circular bussiness strategies and supply chain finance in the Aruba waste sector. in: Small States and territories, vol 3. no. 1. pp. 209-228.	A1
FDR	- C. Bollen; Hoofdstuk 9. HR 4 februari 2000 (Kwidama/Raphael-Richardson), in: M.V.R. Snel, P.S. Bakker en M.A. Loth (red.), Caribisch vermogensrecht geannoteerd, Den Haag: Boom Juridisch 2020, p.113-128	H1
FDR	- C. Bollen; Hoofdstuk 12. HR 29 oktober 2010 (Balashi/Aparicio), in: M.V.R. Snel, P.S. Bakker en M.A. Loth (red.), Caribisch vermogensrecht geannoteerd, Den Haag: Boom Juridisch 2020, p. 147-157.	H1
FDR	- C. Bollen; Hoofdstuk 19: HR 3 februari 2017 en HR 17 februari 2017 (herstelarrest) (K./Aventura), in: M.V.R. Snel, P.S. Bakker en M.A. Loth (red.), Caribisch vermogensrecht geannoteerd, Den Haag: Boom Juridisch 2020, p. 227-240.	H1
FDR	- C. Bollen; Hoofdstuk 29. Gem. Hof van Justitie van Aruba, Curaçao, Sint Maarten en van Bonaire, Sint Eustatius en Saba 23 februari 2016 (Pandbeleningsovereenkomsten), in: M.V.R. Snel, P.S. Bakker en M.A. Loth (red.), Caribisch vermogensrecht geannoteerd, Den Haag: Boom Juridisch 2020, p. 325-343.	H1
FDR	- C. Bollen; Hoofdstuk 30. Gem. Hof van Justitie van Aruba, Curaçao, Sint Maarten en van Bonaire, Sint Eustatius en Saba 29 november 2016 en 24 juli 2018 (Woekerreente), in: M.V.R. Snel, P.S. Bakker en M.A. Loth (red.), Caribisch vermogensrecht geannoteerd, Den Haag: Boom Juridisch 2020, p. 345-365	H1
FDR	- C. Bollen; Hoofdstuk 35. Gerecht in eerste aanleg van Aruba 5 oktober 2016 (Smartengeld), in: M.V.R. Snel, P.S. Bakker en M.A. Loth (red.), Caribisch vermogensrecht geannoteerd, Den Haag: Boom Juridisch 2020, p. 435-446	H1
FDR	-R. Bonnevalle-Kok; Vice-Editor-in-Chief of the Hague Yearbook of International Law	ME1
FDR	-R. Bonnevalle-Kok; Rubric (Q1) in Caribisch Juristenblad	E
FDR	-R. Bonnevalle-Kok; Rubric (Q2) in Caribisch Juristenblad	E
FDR	-R. Bonnevalle-Kok; Hoofdstuk: Verjaring in Nederlands recht, in: M. Tome et al. "Prescrição penal: temas atuais e controvertidos: doutrina e jurisprudência", Aspas Editora, Porto Alegre, Brazil 2020.	H1
FDR	-R. Bonnevalle-Kok; Strafrechtelijke jurisprudentie van het EHRM, de HR en het GHJ, in: Caribisch Juristenblad 2020/1, p. 69-72.	N1
FDR	-R. Bonnevalle-Kok; Strafrechtelijke jurisprudentie van het EHRM, de HR en het GHJ, in: Caribisch Juristenblad 2020/2, p. 204-207	N1
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* The references are listed as provided by the faculty.

Below are highlights of some of the research projects and collaborations in 2020.

Child maltreatment and human capabilities in Aruba

The child maltreatment and human capabilities research project lead by PhD candidate and lecturer Clementia Eugene, MSW seeks to provide national prevalence estimates of child maltreatment in Aruba. It also has as its objectives to determine the likely impact of child maltreatment on the evolving human capabilities of children, using Nussbaum's list of 10 Central Human Capabilities. The end goal is to explore a conceptual basis for valorizing child maltreatment as a human development impediment. Data has been collected on the Perceptions, Opinions and Attitudes about Adult Sexual Behavior Involving Children and the National Prevalence Estimates of Child Maltreatment phases of the study.

The available results of a pilot study conducted in 2019 were disturbing and raise concerns about the probable normalization of abuse in Aruba. The results have been published in 2020 on <https://bit.ly/3tyCrQv>.



UAUCU Student Research Program

This program, now in its sixth year, is founded on the principle that education should challenge students to engage actively not only with the content of their studies, but with the world at large. As in previous years, students from the University of Aruba (UA) and from University College Utrecht (UCU) of Utrecht University carried out empirical research in and about Aruba, and supported each other in that process. Like the students of cohorts before them, they defined their own guiding principles and goals for their participation in the project during the orientation period. These ideas reflect their hopes of working in ways that could be meaningful to others as well as to themselves.

As in previous years, the topics of the students' research are wide-ranging, drawing on the diverse backgrounds of their study programs, and yet all related to the sustainable development goals (SDGs) of the United Nations 2030 agenda. The works included here deal with issues of culture, employment, equality, leadership, media, policy and the rights of the state and of its people. The type of research ranges from studies on governance to studies on anthropology, economy and sociology

The publication can be view on the website of the UA www.ua.aw/international/.

OGM Research program

The department of Organization, Governance & Management (OGM) compiled the OGM multidisciplinary research program: Navigating Complexity. Organizing Quality in Small Island States. This is the result of collaboration between the UA extraordinary professors Noordegraaf and Bakker and UA lecturers, in consultation with the Aruban stakeholders. The aim of this research program is to contribute to the improvement of the quality of the organizing capability on and in small island communities, by means of multi-disciplinary research. Students of the OGM bachelor program conduct research related to the topics of this research program in various modules of their studies, during their internship and thesis. They sometimes also assist with third party research. An example of this is their support to the National Integrity System research by mr. dr. W. Slingerland, Saxion Hogeschool in 2020.

Two examples of collaboration in consultancy research in 2020 are:

- Towards a Kingdom Mobility Program in Higher Education Proposal for a three-year pilot program in the Kingdom of the Netherlands in collaboration with Utrecht University on behalf of the Ministry of the Interior and Kingdom Relations.
- PRISMA Aruba self-management education group for people with diabetes type 2: Evaluation research into effect in cooperation with Dietetics and Nutrition Sciences, Amsterdam UMC (location VUMC) on behalf of Fundacion Diabetes Aruba.

These reports can be downloaded under publications at <http://www.ua.aw/goodgovernance/audio-video-publications/>

SISSTEM

During the first three years of the SISSTEM project, up to 12 PhD-projects for Sustainable Development in Small Island States will be initiated in close collaboration between the University of Aruba and KU Leuven. Eight projects have started already, the rest will start in 2021.

- Sustainable agriculture in small island states: vertical farming (Kryss Facun)
- Sustainable Waste: development of an optimized sustainable waste management system for Aruba (Colleen Weekes)
- Analysis of urban metabolism in small island states (Sharona Jurgens)
- Population Structure and Genetic Connectivity of Scleractinian Reef-building corals in the Southern Dutch Caribbean (Diana Melville)
- Comparative research on social innovation and just resilience in the governance of small insular socio-ecological systems (Francielle Laclé)
- Engineering sustainability... or sustainable engineering. Research project on the edge of sustainability, engineering, entrepreneurship, and education in Aruba (Alba de Agustin)
- Life cycle analysis for a more sustainable agri-food chain on Aruba (Amber van Veghel)
- Valorization of reverse osmosis brines as a sustainable resource (Diego Acevedo)



Energy audit Dutch Marine Barracks

Alba de Augustin, Eric Mijts and the students of SISSTEM bachelor 1 (academic year 2019 – 2020) conducted an energy audit of the canteen, garage and sport hall for MSKSAV (Dutch Marine Barracks) and presented the reports to the officers of the Dutch Marine Barracks.

Oregon State University virtual research seminar

Diana Melville presented her research idea together with Eric Mijts for an international audience of specialists and students at the Hatfield Marine Science Center of Oregon State University Virtual Research Seminar on Thursday, August 13, 2020. Her research plan was very well received and a great discussion took place. Diana Melville was also a speaker at KU Leuven – Ecology Evolution and Conservation Biology and Faculty of Biosciences and Aquaculture Friday seminars on August 8, 2020.

Kryss Facun: vertical farming update

Aruba's limited agricultural capacity vulnerability to economic shocks, as we have seen during the COVID19 pandemic, shows the necessity to innovate in food production. At this moment, the new test facility for vertical farming is nearing its completion. The final research set up will have the features for optimizing growth conditions with respect to climate and light quantity and quality to grow plants in a controlled space. Strawberries with a short storage life will be grown, this to diverge from local product and to show proof of concept of independence of import. A local 'comcomber chikito', whose growth conditions meets the short time span and close relative to cucumbers, will be investigated.



Covenant of Cooperation

Aruba Airport Authority NV (AAA), represented by its CEO Joost Meijs and DSSRC Angeline Flemming, signed a Covenant of Cooperation with the University of Aruba (UA), represented by Eric Mijts. The covenant aims to develop joint activities and foster collaboration in the fields of education, research, service to society and exchange opportunities. Collaboration between the university and the private sector is essential to foster resilience for sustainable development and to provide opportunities for students to build international expertise within the Aruban context. UA and AAA will initially be collaborating on the topics of autonomous aviation, infrastructure sustainability and sustainable landscaping.

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;

The goal of *GG&L is to help improve the quality of Public and Corporate Governance on the island and beyond. The Aruba Institute for Good Governance & Leadership contributes to effective and legitimate leadership on the island and in the region by continued development of governance and leadership expertise, establishing collaboration and building capacities. *GG&L aims to assist development and application of leadership characteristics aimed at strengthening the integrity, responsibility and sustainability of governance in public and private sectors.

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. Public dialogues;

*GG&L started its activities by organizing a series of six public dialogues in the Aula of University Aruba in 2019. Given the measures, additional work to adapt to and restrictions resulting from the COVID-19 pandemic, no public dialogues have taken place in 2020. *GG&L has the intention to resume these public dialogues in an online format in 2021.



2. Partnerships for the goals;

*GG&L organizes Think Tank sessions within the University of Aruba and with various external stakeholders in the Aruban community. In 2020, Prof. dr. M. Noordegraaf and Prof. dr. W. E. Bakker became extraordinary professors at the University of Aruba/FAS, respectively for the chairs Governance and Public Services, and Governance and Community & Cohesion. They will play a significant role in the further development and activities of *GG&L.



3. Training and consultancy

Together with stakeholders in Aruba and abroad *GG&L explored the interest for collaboration to organize training for professionals in the private and public sector. In collaboration with ICON and the National SDG commission for Aruba, concrete steps are taken to train public service professionals in 2021. In addition, the Public Entity of Bonaire (PEB) approached *GG&L with the request to assist with training and workshops for public domain good governance and leadership. A Memorandum of Understanding (MOU) between the Public Entity Bonaire and the University of Aruba is awaiting signed approval by PEB. When the MOU is signed, concrete training and consultancy services will be formulated in Service Level Agreements.



CLL

Center for Lifelong Learning

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

The pandemic has forced several fundamental changes within the CLL and it pushed CLL to embark on a new learning process itself. CLL launched a survey at the end of March 2020 to determine the interest of its lifelong learners in the new circumstances. The responses received highlighted a need for online webinars that focused on the future of Aruba and topics relating to economics, social, politics, language, health, and wellbeing. This together with the rise of free online learning platforms resulted in CLL focusing on helping the Aruban community of lifelong learners stay connected and intellectually engaged during time of social distancing. A bi-monthly newsletter was created to not

only keep the learners informed of upcoming events but also share relevant lifelong learning news, articles, quotes, tips and quiz.

While the number of activities organized decreased in comparison with the previous year, the impact was greater as the reach was wider. We offered a total number of 51 events of which 86% was facilitated online. These activities fell under the header of short courses, PAO, workshops and 'stadium generale'. The latter comprising about 72% of all activities which for a large part had as goal to participate in the ongoing conversation about re-imagining, re-designing and re-structuring the "New Normal" within the ecology of Aruba. The Aruba Post Corona lecture series based on Kate Raworth Doughnut Economics contributed to this. Contacts were established with the University of Amsterdam, University of Tilburg, Open Universiteit, University of Leiden and Coursera to explore the possibility of collaborations but also to act as a sparring partner in

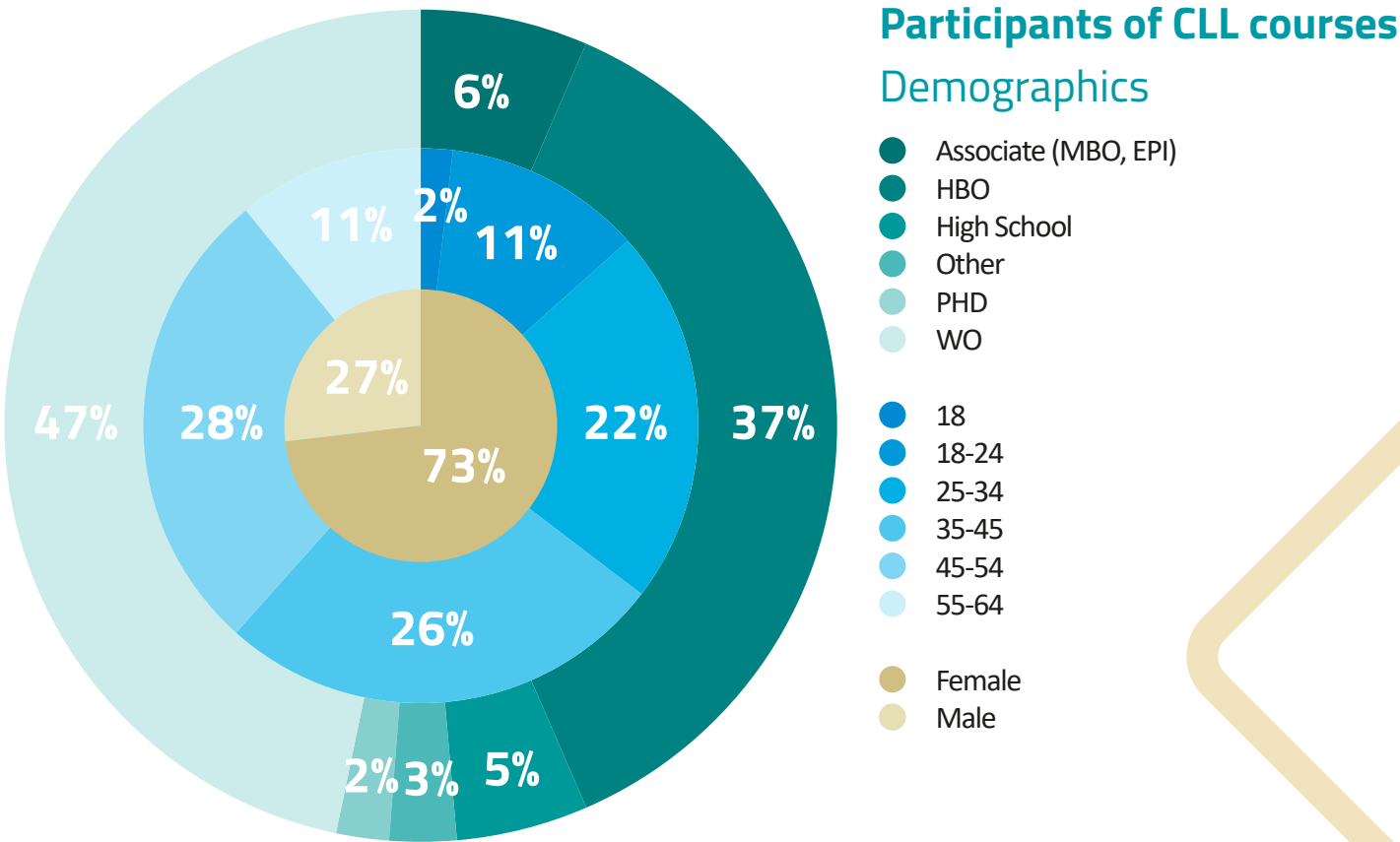
determining the new normal. Our trainings offered in collaboration with the ‘Taalcentrum Vrije Universiteit Amsterdam’ remained and we expanded this to include English language trainings.

CLL also facilitated in-house trainings, presentations for the Aruba Institute of Good Governance and Leadership, Saxion Hogeschool’s research on Aruba’s National Integrity system, PhD defenses, supporting free electives and establishing of UA Poetry Club. CLL for its third season co-hosted the radio program Straight Up Conversation about Education on the 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.

Incorporating new platforms and new ways of working proved to be challenging but resulted in CLL taking advantage of the opportunities of collecting data on attendance and online behavior, a database of webinar recordings and automated features that ensured a positive customer experience.

The total number of certificates given during the year 2020 was 229. Comparing to 2018 (309) and 2019 (390) this number shows a decline but taking into consideration the pandemic it shows a continuous need for lifelong learning events.

Below figure shows a demographic composition of our Lifelong Learners.



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, promoter, advisor, facilitator, jury member, volunteer, guest lecturer. In 2020 UA academic personnel held 38 such roles.

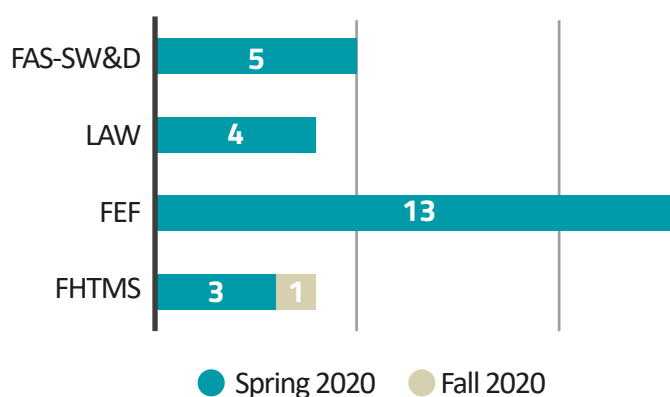


Students Mobility

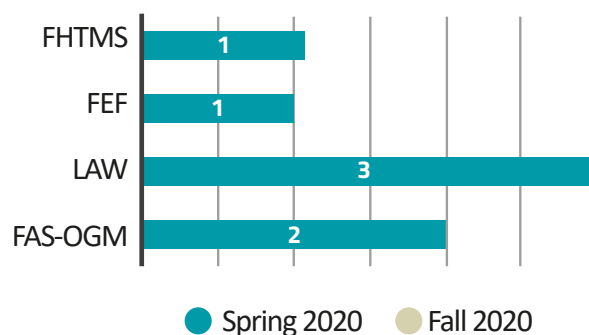
Due to the decision of the University of Aruba to cancel all types of international travel, UA has seen a drastic decline in both incoming and outgoing mobility compared to 2019.

The University received 25 students for the Spring semester 2020, of which most finished their mobility back at home through online classes. For the Fall semester 2020 we had only one incoming student. UA had only 7 outgoing students, out of which 4 returned upon the start of the pandemic.

Incoming Students 2020



Outgoing Students 2020



Internationalization

2020: International mobility in a standstill

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 the CLL.

However, 2020 was a year that forced international mobility to a standstill. Due to the pandemic, the UA took a difficult decision for the safety of all students and staff involved to stop all incoming and outgoing mobility. Most of our partner institutions called their students that were in Aruba to go back home. The same was the case for our own students who were abroad at the time. As a response to the pandemic Erasmus+ changed their policy to allow blended mobility so that students can finish their mobility online without repercussions.

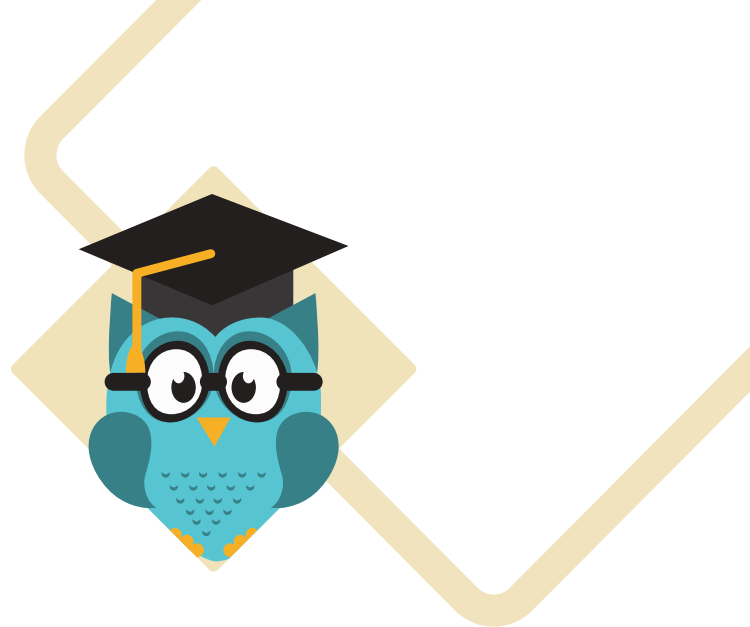
OCW Funds

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 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. In the academic year 2019/2020 UA has distributed AFL 552.000 on related projects, in 2020/2021 the available budget is Afl. 747.500. The following projects have been executed directly at the UA in academic year 2019/2020 financed from the OCW funds:

Upgrade of ICT infrastructure at the University of Aruba ('UA') due to pandemic

Building up on the Active Learning Classrooms project at the UA and IPA realized in 2019, UA and IPA have learned lessons during this pandemic in relation to distance and blended learning. Out of these lessons, the following projects came to existence to enhance the distance learning capabilities that were financed by the OCW funds:

- UA procured professional Zoom licenses to all full time teaching staff and shared license accounts for part-time teaching staff.
- UA procured 40 Solid State Drives (SSD) for the desktop computers in the computer lab and library study room. Solid state drives offer a faster start up time, faster running of applications, better responsiveness of the system, less electricity usage and less noise
- Update of WiFi infrastructure: Campus of the UA was equipped with a stable, reliable and secure Fortinet WiFi system.
- UA purchased 35 new laptops with goal to replace older laptops of the full timer lecturers and so to provide them with professional tools for online teaching.



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

Shoco Wellness provides a comprehensive intervention program of stress management and wellbeing to help students flourish and succeed academically as well become more resilient in managing stress levels in life. Shoco Wellness has created an infrastructure of care services based on a mental health and wellbeing model that comprises a range of four levels of services:

- Collaboration with the UA student sport-clubs (baseball, softball, basketball, and beach tennis). This had to be postponed due to Covid-19 measures.
- Early intervention and awareness building workshops with an array of facilitators.
- A referral network of 6 licensed psychologists and 2 professional coaches.
- Agreements with third parties such as Respaldo and SPDA to take on UA students who require psychiatric/medical treatment immediately.

The embedding of this blossoming infrastructure of care services in the UA organization has also begun. In AFY the early intervention and awareness building workshops form part of their Personal Development course. The FDR agreed to include 4 early intervention and awareness building workshops in their Legal Skills course for the first year students.

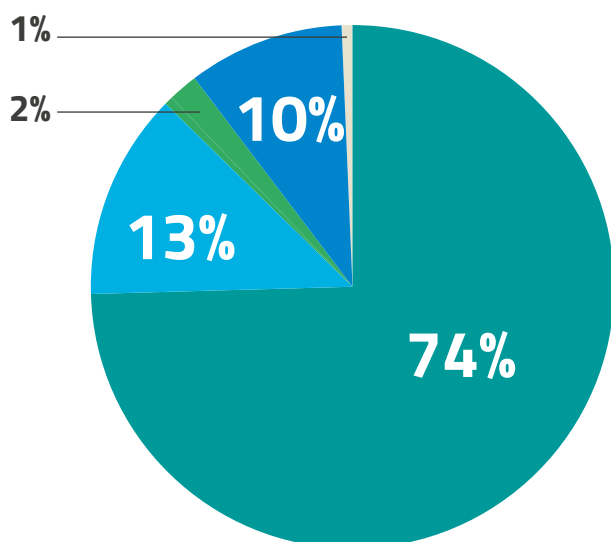
Due to pandemic, as of March 2020, all Shoco Wellness workshop offerings as well as coaching and counseling were switched from face to face meetings to online.



Business Operations

Finance

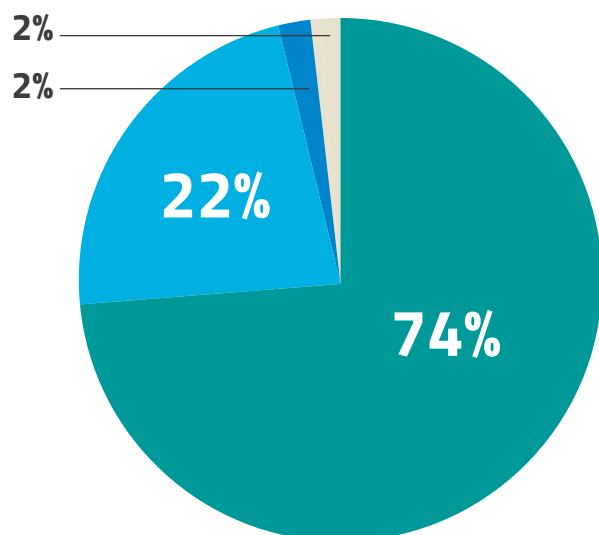
The UA operated at a profit of AWG 757 thousand in year 2020 (2019: profit of AWG 649k) and net cash inflow of AWG 1,536 thousand (2019: cash outflow of AWG 229k).



Income UA 2020

AWG 14.88 mln

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



Expenses UA 2020

AWG 14,12 mln

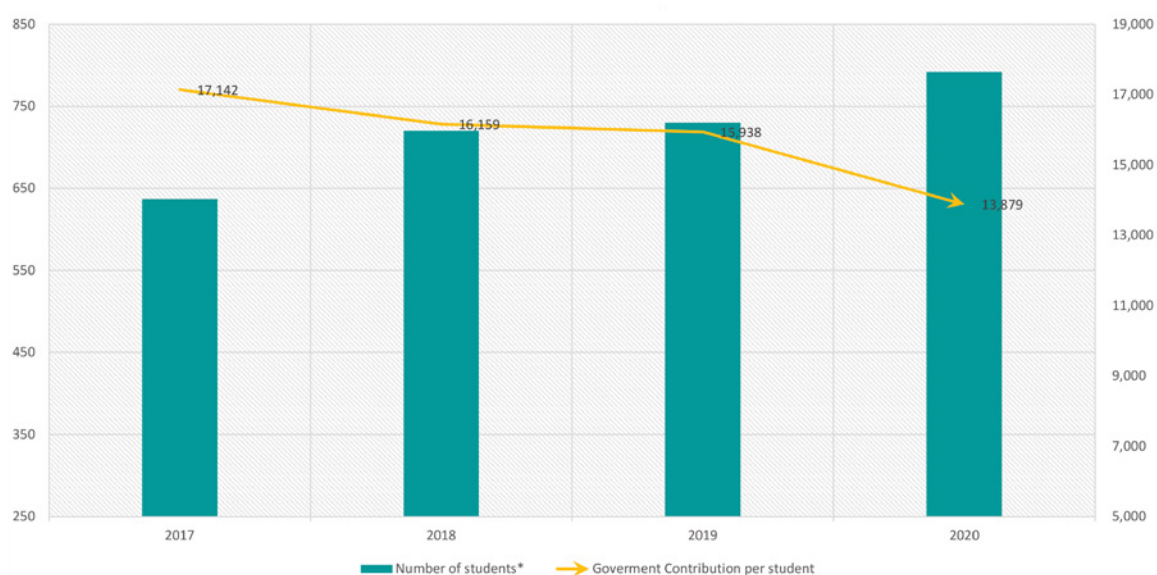
- Wages, salaries and employee benefits
- General and administrative expenses
- Depreciation
- Other expenses - incl. project cost, financial cost etc

In 2020 the Finance Department of the UA continued with projects to improve financial and operational processes at the UA with focus on cost control, transparency and digitalization.

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 2020, the government contribution has been cut by 12,6% for the period of May-December 2020 due to cuts imposed by the government in reaction to the economic crisis caused by the pandemic.

Government contribution per student

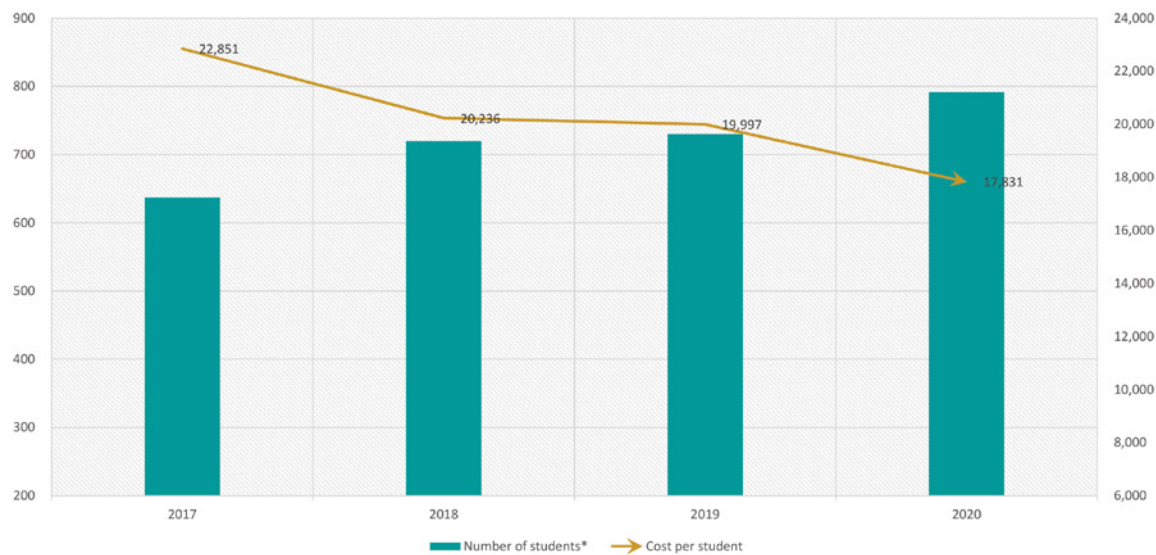


*Number of active students to regular programs, excluding course student and excluding international exchange students

Cost per student:

Average total cost per student has declined in 2020 back to the level of 2016 due to cost saving initiatives and increased number of students.

Total Cost Per Student

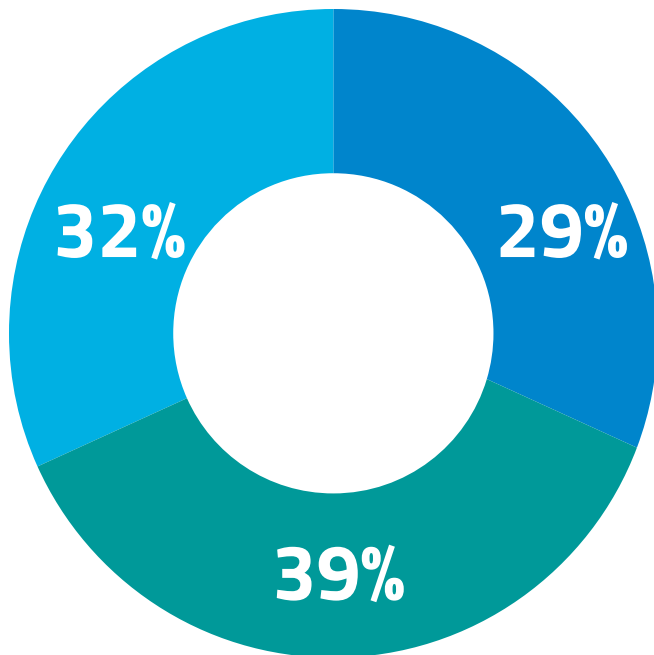


**Number of active students to regular programs, excluding course student and excluding international exchange students*



Personnel:

As of 31 December 2020, UA had 82 full time employees (2019: 78) and 47 part-timers (2019: 52). The composition of academic vs. support staff is shown in the overview below.



UA Personnel

2020

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

Overview of changes in the full time employees of the UA:

	Start of 2020	Starters	Leavers	End of 2020
	78	13	9	82
SISSTEM		8	1	
UA		5	8	

Changes:

Rector*		1	Academic
Teachers FEF	1	2	Academic
Dutch teacher Cross faculty	1		Academic
Teacher/Researcher FDR		1	Academic
Senior Researcher FDR	2	1	Academic
Senior Researcher FAS		1	Academic
Teacher/Researcher SISSTEM	2	1	Academic
Junior Researchers SISSTEM	6		Academic
Program administrator AFY*	1		Non-academic
Administrative assistant OEA/OSA		1	Non-academic
HR assistant*		1	Non-academic

*changed status Full-timer / Part-timer

QUALITY ASSURANCE AT THE UA

Quality Assurance

For the last decade and more, the UA has been developing a quality assurance system and embedding it organizationally by following the NVAO standards for program accreditation. The UA quality assurance system comprises a 6-year cycle of internal and external quality assurance based on the well-known PDCA (Plan, Do, Check, Act) model of quality improvement.

The 6-year external quality assurance cycle comprises two check points: 1) a Mid-Term Review (MTR) half-way through the cycle; and a site visit by an external panel of discipline and educational experts in the penultimate year. At both checkpoints the program is reviewed by a panel of peers who then submit an evaluation report to the UA. The MTR is intended for the program to review its progress mid-way in order to implement improvements for the next half of the cycle. The panel's report based on the second check point is submitted by the university to the accreditation agency, NVAO which pronounces the final judgement and decision of program accreditation.

External Quality Assurance

The second checkpoint, the site visit for re-accreditation for the Faculty of Finance and Accounting (FEF) scheduled for May 2020 was cancelled due to travel bans. This 2020 re-accreditation site visit of the FEF programs of BE and CE by an external panel has been rescheduled for June 2021.

Internal Quality Assurance

No scheduled Mid-term reviews took place in 2020.

Project structure related to process improvements

Many of the planned process improvement projects for 2020 were either halted or delayed due to Covid-19, however some of them were also accelerated. Example of such a project is Shoco Wellness, aimed at improving the mental wellbeing of both students and staff. The demand for Shoco Wellness services grew, this was partly related to additional stress students perceived due to Covid-19 consequences, such as (but not limited to) online classes, lock-down and financial difficulties.

Digitalization projects of process improvements had to be accelerated with technological advances that were necessary due to the changed way of working/teaching, example of digitalization initiatives implemented in 2020:

- Digital access to employee files. This project allows for all UA employees to access all the information in their employee file digitally via the Insite platform.
- Digitalization of invoice authorization process which previously happened on paper
- Digital submissions of tax filing previously done in paper

Facilities and Infrastructure

Facilities and Infrastructure were among those heavily impacted by lockdown and other operational restrictions. IT department has become the key in providing the guidance and infrastructure to the lecturers who needed to switch to online learning and to the staff that had to work from home. UA has shifted its focus on IT and invested in hardware and software to make this transition as smooth as possible. With the pandemic the risk of external cyber-attacks have also increased, therefore UA also invested in security. In 2020 the following developments occurred in the area of Facilities and Infrastructure:

- Installation of 3 blade servers for a more reliable networking, authentication and security in our network and cloud platforms. This hardware was bought in 2019 installed in 2020 (OCW funded).
- UA upgraded all our servers to Windows Server 2019 and all our clients to Windows 10.
- The IT Department set up an internet failover in case of any outage at our main internet provider. The backup connection does not have the speed of the primary provider but will do the job.
- In 2020, UA also started a project for a firewall failover, finalized in 2021. In case the primary firewall fails, the secondary will take the most important services over.
- UA bought 35 laptops, wireless mice and headsets for the full time teachers (OCW funded).

- UA purchased Educational Professional Zoom license for all full time teachers (OCW funded).
- Library has enabled access to all its online databases from home and during the 'shelter in place' ensured home delivery of books.
- UA entered into agreement for digital books streaming platform and started selling licenses to FEF students as a pilot.
- UA terminated the lease of its administrative building in LG Smith Boulevard and has restructured its main campus to more flexible work spaces and added several modular units for office space. The modular units offices have been finalized in early 2021.



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

Financial statements 2020

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INCOME STATEMENT

For the year ended 31 December 2020

	Notes	2020	2019
Revenue			
Contribution from the Government of Aruba		10,992,000	11,634,600
Tuition, exam and sign-in fees		1,890,064	1,776,473
Course fees		76,863	200,377
Income from sale of books		279,618	246,630
Rental income		4,995	16,203
Donations	(3)	-	5,500
Income from projects	(4)	1,455,418	1,239,660
Other income		<u>179,654</u>	<u>127,370</u>
Total Revenue		14,878,612	15,246,813
Operating Expenses			
Personnel expenses	(5)	10,484,412	10,263,044
General and administrative expenses	(6)	3,081,154	3,476,558
Depreciation	(9)	325,697	265,199
Other expenses	(7)	<u>190,460</u>	<u>526,799</u>
Total Expenses		14,081,722	14,531,599
Financial income and Expenses			
Finance costs	(8)	<u>40,090</u>	<u>65,921</u>
Total Financial income and Expenses		40,090	65,921
Net surplus for the year		<u>756,800</u>	<u>649,293</u>

BALANCE SHEET

As of 31 December 2020

ASSETS	Notes	2020	2019
Non-current Assets			
Property, Plant & Equipment	(9)	<u>2,156,480</u>	<u>2,288,862</u>
Total non-current assets		2,156,480	2,288,862
Current Assets			
Inventory		39,825	52,968
Receivables from exchange transactions	(10)	784,406	691,462
Prepayments	(11)	320,244	159,512
Cash and cash equivalents	(12)	<u>6,255,216</u>	<u>4,719,085</u>
Total current assets		7,399,691	5,623,028
		<hr/>	<hr/>
TOTAL ASSETS		<u>9,556,171</u>	<u>7,911,890</u>

BALANCE SHEET

As of 31 December 2020

LIABILITIES	Notes	2020	2019
Equity			
Contributed initial capital	(13)	1,464,193	1,464,193
Accumulated result		<u>3,646,606</u>	<u>2,889,806</u>
		5,110,799	4,353,999
Non-Current Liabilities			
Provisions	(14)	495,320	108,592
Current Liabilities			
Payables under exchange transactions	(15)	780,732	831,691
Payables under non-exchange transactions	(16)	1,785,430	1,233,418
Deferred income on tuition		999,308	907,195
Pension payables		155,197	192,312
Wage taxes and social security premiums	(17)	<u>229,385</u>	<u>284,684</u>
		3,950,053	3,449,299
TOTAL LIABILITIES		<u>9,556,171</u>	<u>7,911,890</u>

STATEMENT OF CHANGES IN EQUITY

For the year ended 31 December
2020

	Contributed initial capital	Accumulated result income statement	Total
Balance as at 31 December 2019	<u>1,464,193</u>	<u>2,889,806</u>	<u>4,353,999</u>
Net surplus/(deficit) for the period	<u>-</u>	<u>756,800</u>	<u>756,800</u>
Balance as at 31 December 2020	<u>1,464,193</u>	<u>3,646,606</u>	<u>5,110,799</u>

CASH FLOW STATEMENT

For the year ended 31 December 2020

	2020	2019
Cash Flow from operating activities		
Net surplus/(deficit) for the period	756,800	649,293
Depreciation & Amortization	325,697	265,199
Changes in provisions	386,728	(20,950)
	13,144	15,356
Decrease/(increase) in Inventory		
Decrease/(increase) in Receivables and Prepayments	(253,676)	7,673
Increase/(decrease) in short-term liabilities	500,753	(730,394)
Net Cash Flow from operating activities	1,729,446	186,176
Cash Flow from Investing activities		
Additions to the Property Plant & Equipment	(193,315)	(415,034)
Net Cash Flow from Investing activities	(193,315)	(415,034)
Net increase/decrease(-) in Cash and cash equivalents	1,536,131	(228,858)
Cash and Cash equivalents per 1 January	4,719,085	4,947,944
Cash and cash equivalents 31 December	6,255,216	4,719,085

NOTES TO THE FINANCIAL STATEMENTS

1 General information

University of Aruba

University of Aruba (the University) is a legal entity under public law with its seat 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 2020 until 31 December 2020.

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

€ 1 = Afl. 2,19

Number of employees

The number of employees per the balance sheet date 31 December 2020: 82 full time and 47 part-time (2019: 78 full time and 52 part-time).

Campus

The land and the building of the University campus are ownership of the University. University rents administrative offices for support staff at another location in Aruba.

Approval of the Financial statements

The financial statements were approved by the Board of Trustees on 21 May 2021.

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 9.19 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 renovations: 40 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.

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

	2020	2019
V.N.O.		2,500
AIB Bank		1,000
Qredits Microfinanciering Nederland		1,000
Kiwanis Palm Beach Aruba		1,000
		5,500

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 is 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

	2020	2019
EU: SISSTEM project	1,181,610	324,914
Erasmus+	121,439	346,079
Contributed assets by OCW	111,795	312,913
Other projects	58,074	255,754
	1,455,418	1,239,660

5 Personnel expenses

	2020	2019
Wages and Salaries	7,866,238	7,822,465
Allowance Board of Trustees	63,571	72,250
Social security and Public health insurance	1,286,622	1,238,029
Pensions	743,953	688,628
Costs for teachers at other educational institutions	307,541	305,760
Training and Education	59,229	38,320
Staff recruitment	9,666	1,016
Allowance unused vacation days	34,464	(4,475)
Relocation expenses new staff	80,472	83,910
Other	32,656	17,141
	10,484,412	10,263,044

Wages and salaries have stayed in line with prior year despite the salary cuts due to the new employees hired for SISSTEM in 2020 and during 2019.

6 General and administrative expenses

	2020	2019
Building and maintenance	741,564	431,983
Security	159,989	153,973
Utilities and office supplies	307,362	412,450
Lease of office space and machines	533,738	537,644
Software and Licenses	360,602	289,315
Advertising and Promotion	139,756	174,634
Books, educational resources and subscriptions	521,448	501,020
Catering, amusement and representation	52,818	144,440
Travel	158,265	600,284
Quality assurance	10,928	115,577
Consulting and advisory fees	38,079	86,135
Legal fees	56,453	29,051
Other	151	50
	3,081,154	3,476,558

Cost of building and maintenance increased due to creation of repair and maintenance provision (Note 14).

Cost of quality assurance decreased significantly due to impact of COVID-19 pandemic, as accreditation visitations have been postponed to 2021.

7 Other expenses

	2020	2019
Student activities	50,676	80,464
Addition provision for bad debt	(41,487)	7,399
Project cost	55,623	109,574
Cost Erasmus+	121,439	346,079
Other	4,209	(16,717)
	190,460	526,799

8 Financial income and Expenses

	2020	2019
Bank charges	32,982	59,295
Gain/Loss on foreign exchange transactions	7,108	6,626
	40,090	65,921

9 Property, Plant & Equipment

	Buildings	Furniture and Fixtures	Electronic equipment	Software	Total
Net book value at 1 January 2020	1,735,060	185,567	368,235	-	2,288,862
Additions	-	8,964	178,177	6,174	193,315
Disposals	-	-	-	-	-
Depreciation	(85,918)	(78,045)	(160,157)	(1,577)	(325,697)
Net book value at 31 December 2020	1,649,141	116,486	386,255	4,597	2,156,480
At 1 January 2020					
Cost price	3,471,493	812,001	804,592	-	5,088,085
Accumulated depreciation	(1,736,433)	(626,434)	(436,357)	-	(2,799,224)
Net book value at 1 January 2020	1,735,060	185,567	368,235	-	2,288,862
At 31 December 2020					
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 31 December 2020	1,649,140	116,486	386,256	4,597	2,156,480

10 Receivables from exchange transactions

	2020	2019
Receivables from tuition, exam and registration fees	596,361	464,963
Receivables from employee portion of pension premiums	5,825	9,505
Receivables from (former) employees	-	3,094
Deposits	69,853	75,719
Other receivables	112,366	138,182
	784,406	691,462

11 Prepayments

	2020	2019
Prepaid travel expenses	9,215	11,604
Prepaid contributions/subscriptions	180,169	147,908
Other prepaid expenses	130,860	-
	320,244	159,512

12 Cash and cash equivalents

	2020	2019
Current accounts RBC Bank Aruba NV.	2,797,222	2,220,622
Deposit account RBC Bank Aruba NV.	-	352,629
Current account Aruba Bank NV.	2,593,709	1,577,142
OCW Restricted fund Aruba Bank NV	863,165	568,550
Petty Cash	1,121	143
	6,255,216	4,719,085

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 1.833.152 (2019: 1.182.743) as following:

- AFL 845.945 (2019: 568.470) 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 14.151 (2019: 8.625) which are funds collected and raised by the students and the faculty to be used on educational field excursions abroad.
- AFL 479.395 (2019: 367.764) of Erasmus+ grants which can only be used in line with the Erasmus agreements.
- AFL 267.545 (2019: 237.884) of European Development Fund distributed by KU Leuven for setup of the SISSTEM program.
- AFL 226.117 (2019: 0) 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.

13 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.

14 Provisions

	2020	2019
Cost of living allowance ('duurtetoeslag')	95,320	108,592
Reparation and maintenance fund	400,000	-
	495,320	108,592

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.

Reparation and maintenance fund has been created in 2020 for the upcoming roof renovation that is planned to be executed in mid-2022 and expected cost of this renovation is AFL 1 million.

15 Payables under exchange transactions

	2020	2019
Accounts payable	200,167	252,287
Accrued expenses	43,212	71,162
Holiday allowance	137,609	137,328
Accrual unused vacation days	213,201	178,737
Other liabilities	125,793	192,177
Asset retirement obligation	60,750	-
	780,732	831,691

16 Payables under non-exchange transactions

	2020	2019
Erasmus +	479,395	367,763
Educational field trips student fund and faculty projects FEF	19,114	25,619
Educational field trips student fund and faculty projects FHTMS	30,301	30,704
Educational field trips student fund and faculty projects FAS	143,130	2,977
OCW Funds	845,945	568,470
EDF Funds: SISSTEM	267,545	237,884
	1,785,430	1,233,418

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. Based on this agreement, per 31-Dec-2020 the University of Aruba has received funds of AFL 2.231.602 which are strictly to be used on projects as defined by this agreement. Projects' execution began in 2019 with remaining funds per 31 Dec 2020 of AFL 845.945.

In September 2019, UA opened the pilot year of SISSTEM (Sustainable Island Solutions through Science, Technology, Engineering and Mathematics) program organized under FAS (Faculty of Arts and Science). The first 3 years of the program are financed by the European Development Fund and the grant is distributed to the UA by KU Leuven. The unrealized portion of the grant received by the UA as of 31 December 2020 was AFL 267.545.

17 Wage taxes and social security premiums

	2020	2019
Payroll tax payable	70,774	54,513
AOV/AWW payable	93,226	165,449
AZV payable	65,385	64,722
	229,385	284,684

18 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 of 31 December 2020 are as follows:

	Within 1 year	Within 5 years
Subscription Database Academic Collection	67,734	67,734
Subscription Research Methods	19,483	19,483
Subscription Academic Journals Collection	26,315	26,315

Subscription Database Social Work Abstracts	8,677	10,135
ERP Software	63,158	63,158
Rent Administrative Building	66,847	66,847
Rent Faculty Space	48,000	48,000
Waste Disposal Services	5,990	5,990
International Academic Collaboration	307,541	1,230,163
License Academic Journals and Books	21,641	21,641
Cleaning Services	72,949	72,949
Lease Cars	22,073	22,073
Subscription Legal Resources Database	31,579	31,579
Business Insurances	38,823	38,823
Lease Printers	71,008	124,264
Security Service	140,938	140,938
Backup Services	1,793	1,793
Student Administration Software	77,614	77,614
Library Management Software	19,985	19,985
Service Management Software	15,246	15,246
Qualitative Data Analysis Software	19,175	28,763
Maintenance Airconditioning	3,061	3,061
Course Evaluation Software	6,804	18,995
SDU Library Database	4,812	4,812
Alarm Services	6,507	6,507
Internet	16,657	16,657
Webmaster services	14,246	14,246
Mobility Software	3,285	6,159
Financial Journal Subscription	4,526	4,526
Anti-Plagiarism Software	3,051	3,051
Academic Solutions Marketing License	7,367	7,367
GPS Car Tracking Terminals services	1,813	1,813
Writing Software	2,180	8,213
Statistical Software Platform	23,966	23,966
Hosting learning environment	4,480	4,480
Zoom software	8,281	8,281
Library Database JSTOR	5,616	5,616
Education radio program	2,325	2,325
Internet failover	5,597	15,391
Midterm review FAS 2021	27,342	27,342
Re-evaluation review FDR 2021	3,942	3,942
Accreditation FEF 2021	19,069	19,069
eBooks streaming platform	6,439	6,439
Executive search	13,804	13,804
Website design and development	9,275	9,275
	1,351,013	2,368,828

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 (both payroll and operating expenses contribution) by 12,6% for the period of May-Dec 2020 (8,4% for full year 2020), AFL 1.008.000.

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 2020 was AFL 653.000 (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.

19 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:

	2020	2019
Receivables		
Government of Aruba	231,645	245,156
Provision for receivables with Government of Aruba	(231,645)	(225,965)
Net receivables	-	19,191
Revenue		
Government of Aruba	10,992,000	11,634,600
Personnel expenses		
Members of the Board of Trustees and Rector	220,282	290,247

The Board of Trustees consisted of 4 members at year-end 2020 (2019: 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

Report no. 2020 / R05 - 2026

A. REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS 2020

OUR OPINION

We have audited the financial statements 2020 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, 2020, and of its result and cash flows for the fiscal year 2020 in accordance with the International Public Sector Accounting Standards (IPSAS).

The financial statements comprise:

- 1 the balance sheet as at 31 December 2020;
- 2 the statement of operations for the year 2020;
- 3 the cash flow statement for the year 2020; 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.

Eagle, Aruba

May 21, 2021

Rapport nr. 2020/R05-2026



Original is signed by Anthony G. Croes RA