

Annual Report

2022

University of Aruba

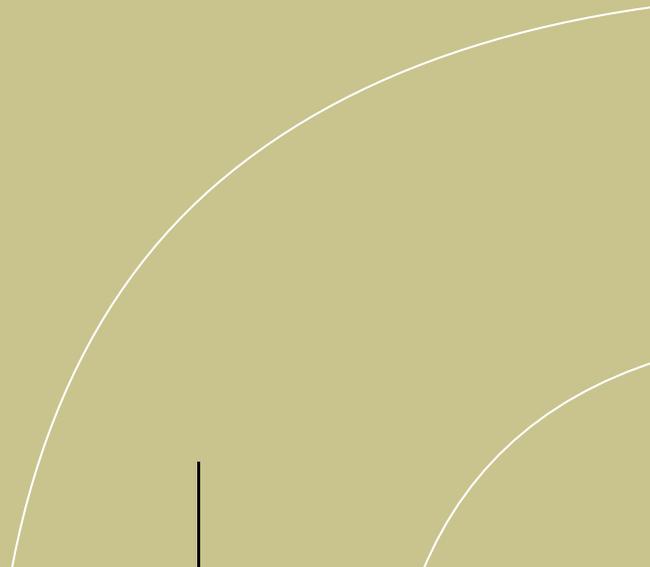
UNIVERSITEIT DE ARUBA



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University of Aruba 2022 at a glance

Established
1988

Employees
135

Our purpose and direction

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

Our students

Students
741

Bachelor 502
Master 77
Other 162

Graduates
223

Participants Lifelong
Learning
220

Research

PhD students
15

Publications
83

Academic Outputs
133



BOARD OF TRUSTEES



In 2022, Aruba has gradually fully recovered from the impacts of the pandemic. University of Aruba (UA) continued to build on flexibility, blended learning capabilities and digitalization achieved during the years 2020 and 2021. As such, out of the pandemic, UA has emerged stronger and more flexible continuing to offer and strengthen education, research and societal impact.

UA in collaboration with IPA has launched a Language Center at the beginning of 2022 to meet language-related needs of our students.

Preparations were made to set up a Research Center to strengthen the research capacity as part of a strategic goal of UA. This center will open in 2023.

Center for Good Governance and Leadership continued on its mission to improve the quality of Public and Corporate Governance on the island and in 2022 organized multiple workshops, public dialogues and other activities with a variety of stakeholders from the Aruban society.

The ongoing project implementation phase of SISSTEM has been extended to July 2023 and renovation of the Maria Convent historic building granted to UA is now expected to be finalized by April 2024. Meanwhile UA is proud to announce that this program delivered its first SISSTEM bachelor graduate in 2022.

2022:



THE YEAR UNLIKE ANY OTHER

In the academic year 2021/2022 the number of students returned back to its pre-pandemic levels after a temporary increase in students preferring to stay in Aruba during the pandemic. Academic year 2022/2023 has continued with a similar level of number of students. International exchanges of students and staff resumed. Lessons and activities of student center have fully resumed to face to face activities. Center for Lifelong Learning organized a record 146 events!

The BoT approved the budget 2022 including a 5-year projection for the period 2023-2026 in January 2022. In April 2022 the BoT approved the audited Financial Statements and Annual Report of the year 2021 and these have been published on UA's website.

The Board of Trustees (BoT) has suspended 'COVID' reduction salary of all its staff as of 1 July 2022, and reduction of other benefits as of 1 January 2023.

Strategy

UA ended the year 2022 with a new strategic direction formulated for the years 2023-2028 which has been approved by the BoT and adopted in February 2023. The renewed strategy rests on 3 key objectives
Strengthening Knowledge Capacity: UA works

on a focused academic growth in education and strengthens research infrastructure.

Strengthening Connections: UA intensifies local, regional and international collaborations and increases student and staff satisfaction, competence and well-being. Strengthening the institution: UA improves leadership and governance and improves its facilities with focus on sustainability.

Quality Assurance

In 2022, the focus was on increasing the quality of faculties and programs based on recommendations made during the 2021 accreditation rounds. In 2022, three education specialists from the Netherlands and one from Bonaire assisted the UA in providing expertise in curricular renewal and strengthening of four bachelor programs and master program(FDR) in order to prepare for program re-accreditation of FEF, FDR and the FAS.

Corporate Governance

In 2022, the Board of Trustees continued to work on the implementation of the new governance structure of the UA based on a two-tier board model and took steps into revision of the outdated legal framework.

Future outlook

In January 2023, UA has successfully opened two new Master programs: SISSTEM and Organization, Governance and Management.

With expected finalization of the Maria Convent building per the end of June 2024, UA is looking forward to expanding its campus to support its growth and future needs with an eye on sustainability. Upon finalization, UA also plans to expand Maria Convent grounds with a separate laboratory building to support the SISSTEM programs and renovate the roof of the historic LSB building.

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

As the BoT we would like to express our continuous appreciation and gratitude to all UA employees and students for their contribution and commitment to the UA during the year 2022 and we look forward to each one's continued support in the years ahead.



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

The 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 2022 were:

- The President of the BoT: Herry M. Koolman until 31 August 2022
- New president of the BoT: Juri Nicolaas as of September 2022
- Vice-President of the BoT: Angelo Brete
- Member of the BoT: Rigoberto H. Croes
- Member of the BoT: Petrisa I. LaSorte
- Member of the BoT: Eugene Martis.

The Daily Board, consisting of Rector, President of the BoT and Vice-president of the BoT, 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.



RECTOR'S REPORT



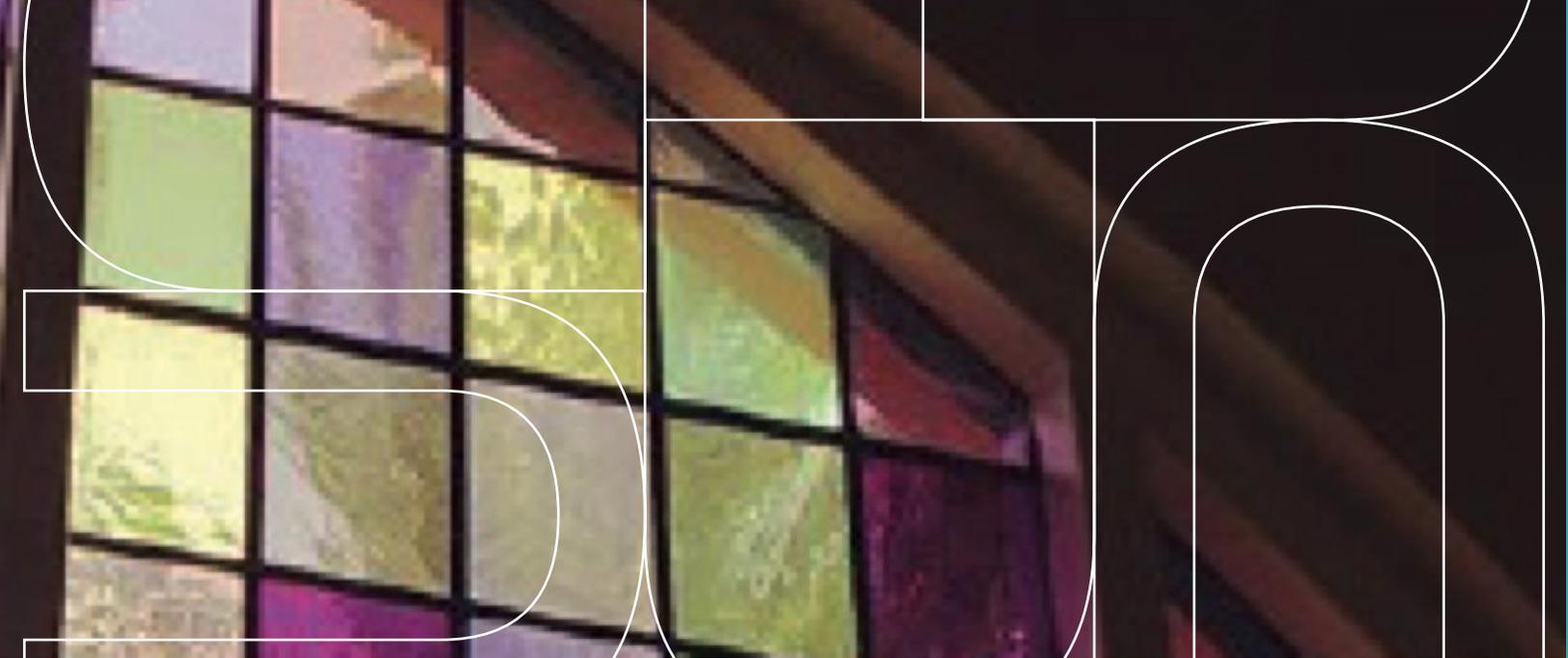
Prof. Dr. Viola Heutger,
Rector University of Aruba

Rector's report on mission,
vision and change

Strengthening Research

Research, especially on Small Islands, is one of the key objectives of the UA. Dr. Mijts was appointed as a fellow at the prestigious Netherlands Institute on Advanced Studies for six months, one of the institutes of the Royal Netherlands Academy of Arts and Sciences (KNAW), working on a project on Climate Change and the Governance of Tropical Marine Conservation. At the UA dr. Mijts has been appointed the coordinator in charge of developing the UA Research Institute. This new research center will start its activities in 2023.

Twenty PhD students are currently working at the UA. The PhD students regularly meet to listen and to discuss the experience of other PhDs during lunch meetings. We welcomed scholars from Canada, the Netherlands and Aruba.

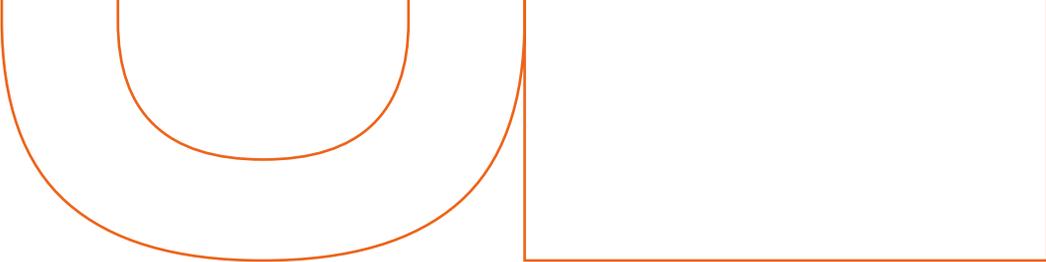


Sustainability

Throughout 2022, sustainability remained a subject of special interest for the UA. We celebrated the graduation of our first cohort of bachelor students in SISSTEM, our program in Sustainable Island Solutions through Science, Technology, Engineering, and Mathematics (SISSTEM). Furthermore, we designed and developed our master's program, MSc in Sustainability for Engineering, starting in March 2023. Inspired by research carried out among SISSTEM researchers, the university drastically reduced beef at receptions at the University, as beef is the meat with the biggest CO2 footprint.

for the island Where possible, we changed our soap and detergents to biological products and the guest lecturers now enjoy driving our electric car. The Sustainability Network at the University of Aruba, where different stakeholders from various organizations of the island meet and share their inspiring sustainability success stories, met twice this year. As a result, we are planning to focus more on a future-proof sustainable University building and are looking among others into options to place solar panels on the roof.





Collaborating as an International Partner

The year 2022 started with an unforeseen rise of Covid cases and we had to reintroduce Covid measures. At the earliest date possible, we opened our university again. In February the UA hosted an international conference on “Green Finance and a More Sustainable Future” with the University of Pisa. Taking all Covid restrictions into account, our lecture hall was filled to the capacity of academics from Aruba, Italy, and The Netherlands and representatives from the banking sector. The conference focusing on environmental, social and governance (ESG) factors, green finance, and corporate law, was a success. Since then, the University of Pisa has become our first partner in Italy falling under the EU funded Erasmus+ exchange program. At the initiative of Council of State member, Milly Schwengle, the UA organized a symposium on climate change with speakers and participants from Aruba and the Netherlands. Our community learned about the risks for the island of Aruba arising out of climate change.

In 2022 the UA welcomed speakers from all over the world. We learned about the work of the Council of State, met scholars from American Universities, and exchanged views on different governance systems, we discussed the most recent developments in European Union policies, and met fellows from different research entities and staff members from public voices. The UA explored new partnerships in research and education in the US and Columbia. Our long-term collaboration with the University of South Carolina was strengthened by the visit of Dr. Harris Pasides, during his last term as president. International students from different countries studied successfully at the UA and our students went to Germany, Belgium, Slovenia, Italy, the US and the Netherlands.

Gender and women in leadership positions in higher education were high on the agenda. In March we organized a well-received women’s day and later in May during a visit of secretary of state Alexandra van Hufelen, the UA organized in cooperation with the office of the Prime Minister, a day on female leadership under the title: Strong Women Choose to Challenge.

Three times during the year the Rector Magnificus met with the Dutch National Ombudsman, Reinier van Zutphen.

During his visit to Aruba poverty, education, and social care were discussed with students and stakeholders. During the celebration 25 years of the Netherlands Aruba Association (Genootschap Nederland Aruba) Princess Beatrix discussed with the Ombudsman and the rector the study success of our Aruban students in the Netherlands. Subject of interest were also the returning students, who finalized their studies in Aruba after an initial attempt with obstacles in the Netherlands and those students, who are leaving Aruba well prepared as graduates of our Academic Foundation Year or graduates of our FEF propaedeutic year or as legal professionals with a bachelor degree in law. During the third encounter in the conference of the ombudspersons within the Kingdom of the Netherlands the Rector of the UA had the honor to speak about the Aruban situation and highlighted areas like education, where poverty easily hinders personal development.



The rector not only served in several commissions, sounding boards and committees but was also a dedicated part-time lecturer at our Law faculty, teaching in the spring a class on Business Law in the bachelor and another class in autumn in the masters. Furthermore, the rector was invited to teach a class on comparative law at the University of Salzburg at their Summer School on European Private Law. In the Jean Monnet Summer School on EU in Caribe at the University of Curacao the rector had the pleasure to teach a class on CARICOM and as a global law fellow at the University of Leuven in Belgium she taught a course on Sustainability in International Transport Law. The subject on a more sustainable transport law was well received and the rector gave also a lecture about the topic at the University of Pisa and has been invited to write for Oxford University Press about Sustainability in EU transport law.

Collaborating with Local Partners

After the relaxation of Covid-19 measures the UA could open the new Academic Year in September 2022 with a public lecture. Maurits de Kort, president of the Joint Court of Justice of Aruba, Curaçao, Sint Maarten and of Bonaire, Saint Eustatius and Saba introduced us in the new privacy legislation in the Caribbean part of the Kingdom. In cooperation with the Ministry of Transport in Aruba we looked into the possibilities of strengthening maritime transport and our FHTMS faculty carried out well-received research on the policy about the bus routes on the island.

The UA works to together with many partners on the island. With the Insituto Pedagogico Arubano, IPA, we offer our Student Mental Health and Wellbeing Program Shoco Wellness and our Language Center.

The University actively supported local partners in their activities and hosted an evening during the international conference of the Court of Audits of the region and the 35th celebration of our Social Economic Council.

Connecting Within the Kingdom

Within the Kingdom of the Netherlands and especially among the higher education institutions on the Dutch Caribbean Islands, the University of Aruba is very well connected. The Rector Magnificus serves as a member of the Kibrahacha, a program of education teacher in cooperation with schools, elaborating and implementing new ways of educating teachers. Strengthening the possibilities of the Aruban and Antillean students wherever they study was the focus of the meeting of the Strategic Education Alliance, which met under the auspices of the Minister of Education and Sport, Endy Croes, hosted at the University of Aruba at the end of September 2022.

That conference was a milestone in the cooperation within the different parts of the Kingdom, being the first time that stakeholders of the education sectors met and discussed actions to improve the study success of our Caribbean students.

None of these encounters would have been possible without the Centre of Lifelong Learning which did an amazing job by offering workshops, classes, summer schools, and a variety of lectures during 2022.

Faculty Development and Institutional Quality Improvement

Professional development of UA staff for quality improvement was a strong focus during 2022. The UA developed and offered professional development certification programs for all academic staff on assessment of learning (Basis Kwalificatie Examinering), and hands-on skills to operate all in-house digital tools and platforms (Basis Kwalificatie Technologie). UA part-time lecturers were invited to join an assessment certification program designed for part-timers by the University of Curacao.

Two new extraordinary professors were also appointed to the faculty of Law of the University of Aruba: Michiel Heldeweg as Professor of General Legal Theory & Practice and Herman Broering as Professor of Constitutional and Administrative Law.

During the year the UA community and alumni worked on the strategic direction of the UA. The new strategic plan and mission, 2023-2028, is ready to be implemented. Our mission is to proactively respond to Aruban, regional and international demands by offering and continuously strengthening education, research, and societal impact by strengthening knowledge capacity, connections, and the institution by defined actions.

Our student-centeredness and talks to students, supported by a survey, showed a strong need for a dormitory, to grant on the one hand more independency for our Aruban students and the other hand living room for our exchange students close to the University, with no need to rent a car. In cooperation with the DOW and the Minister of Economy, we started the first plans for a student

home in the city center, within walking distance of the University.

Furthermore, due to the teaching needs of our Academic Foundation Year students as well the office needs of our staff, the UA restructured the basement of the Centro Educativo Cristian. Here you will find a new lecture hall, voice space and a staff lunchroom.

Highlighting Language

Language and language policy was an important focus of 2022. In February a symposium on Multilingualism and language policies was organized. Throughout the year lectures and meetings on the use and corpus building of languages followed and on 22 February, a day after the day of the Mother Tongue the Dictado di Papiamentu took place.

In September 2022 the Rector Magnificus, being appointed also as university professor, held her inaugural speech on the need for a clear language policy for the University. Most of the students enter the UA from schools with Dutch as a language of instruction and are educated and prepared at the University for the labor market, which also requires language skills in English, Spanish and Papiamentu next to Dutch.

A new Language Centre was inaugurated at the University during the first Oktoberfest ever celebrated at the University of Aruba with a board representing all areas of society. The Language Centre will focus on offering students and staff courses in Dutch, English, Papiamentu and Spanish and in the future will also offer courses for specialized discourse, reflecting the needs of the labor market for specialized language knowledge. We started with Papiamentu classes for our Erasmus students and courses in Dutch for our non-Dutch-speaking faculty

Looking back

Although 2022 was active and engaging, the UA community was deeply shaken and saddened by the loss of our part-time lecturer Geert Weber and our dear student Elida Maria Arteaga Barreto. Our community came together both times to remember them silently in the Aula of the UA, which was the former chapel of the Franciscan Monastery a century ago.

We close this year with a renewed determination that responding to Aruban, regional and international demands by offering and continuously strengthening education, research, and societal impact is our directive. We endeavor at all times to make a positive contribution to the Aruban society, our staff, and students.



Our Vision

The UA develops responsible, skilled, multilingual, research-driven global citizens, who are lifelong learners and act as societal leaders, able to make a positive contribution.



Our mission

The UA proactively responds to Aruban, regional and international demands by offering and continuously strengthening education, research and societal impact.



Our Values

At the University of Aruba, research, education and impact are value-driven. UA particularly values:

- Integrity and Academic Freedom
- Connectedness and Openness
- Sustainability and Innovation
- Diversity and Inclusiveness

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



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

The University of Aruba was almost “back to normal” in 2022, although the year started with still a high number of Covid cases on island, later in the year Covid almost felt like a bad memory. Getting back into the swing of things was however easier said than done and some adjustments made due to Covid remained active. The continued focus on physical and mental well-being, as well as the amended routines regarding working from home are here to stay but do require a further need for formal embeddedness in our policies and procedures. The UA therefore started an extensive process to ensure all policies and procedures are present and up to date, quickly realizing that this is an extensive undertaking that will extend into next year.

With regards to the UA's Offices and Centers the process for continuous improvements is bringing us to new heights. The Center for Lifelong Learning had a record number of organized activities. Our Brand story #UAAchieve has enabled us to reach more and more people and create further awareness of the UA.

After a few months without a Facility Manager, we were able to fill this position with an excellent candidate that brought renewed vigor to this crucial department. The UA HR department experienced the departure of both the Manager as well as the administrator, but we were able to add 2 experienced and enthusiastic HR officers. Our facilities were enhanced by the renovation of the 1st floor of the CEC building, adding a much-needed classroom, HR offices and a lunchroom for all UA staff. We concluded 2022 by handing over the Maria Convent building to the contractor that will ensure that in 14 months we can almost double the facilities of the UA.



Introduction

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

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



Faculty of Law (FDR)

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



Faculty of Accounting, Finance and Marketing (FEF)

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



Faculty of Arts and Science (FAS)

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

SISSTEM

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



Math program will be discontinued after the last cohort of 2023/2024 finalizes the study.

Faculty of Hospitality and Tourism Management Studies (FHTMS)



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

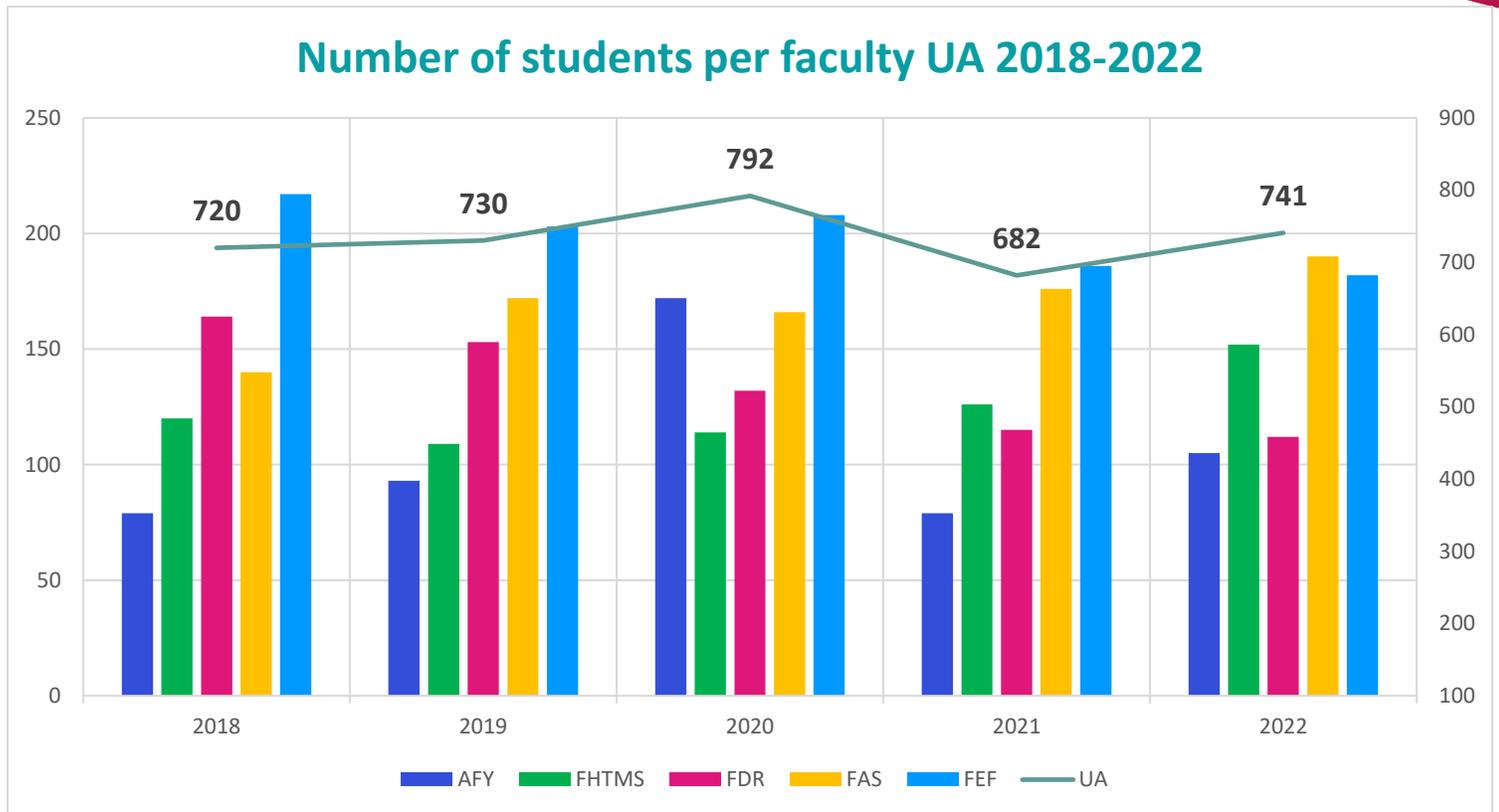
Academic Foundation Year (AFY)



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

Statistics

* Students in these charts represent active students.



Students

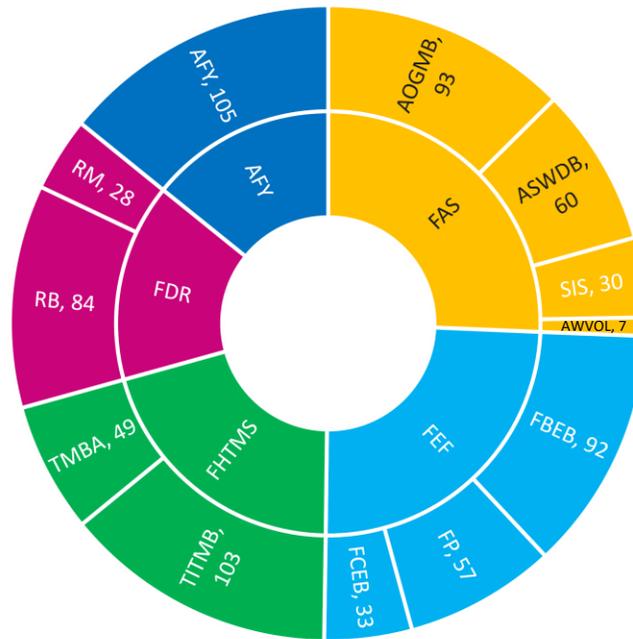
In 2022 the University of Aruba applications of students went back to “normal”, pre-pandemic level. In 2022 the total number of active students at UA was 741, a 9% increase compared to last year.

In 2022 FAS surpassed FEF to become the biggest faculty at the UA. The FHTMS faculty and AFY have also seen an increase in students in 2022 compared to last year.

Programs

Composition of program size per faculty in 2022 is shown in the figure below.

Programs per faculty 2022
Size based on number of students



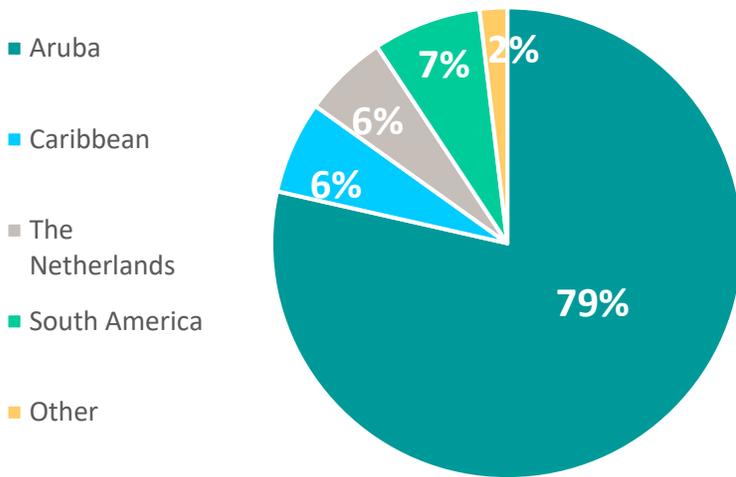
In 2022: UA offered 2 master programs with 77 students (2021: 59) and 8 bachelor study programs with 502 students (2021:470). 105 students attended AFY (2021: 79).

Number of active students per program		Degree	2022	2021	2020
FAS	Organization, Governance & Management	BA	93	69	60
	Social Work	BA	60	68	65
	Mathematics	BA	7	9	19
	SISSTEM	BA	30	30	22
FDR	Bachelor in Law	BA	84	87	98
	Master in Law	LLM	28	28	34
FEF	Accounting and Finance	BA	92	81	78
	Marketing	BA	33	31	39
	Post Bachelor Accounting	AA	0	5	7
	Propaedeutic	Certificate	57	69	84
FHTMS	Tourism and International Business	BA	103	95	79
	Master of Business Administration	MBA	49	31	35
AFY	Academic foundation year	Certificate	105	79	172
Total			741	682	792

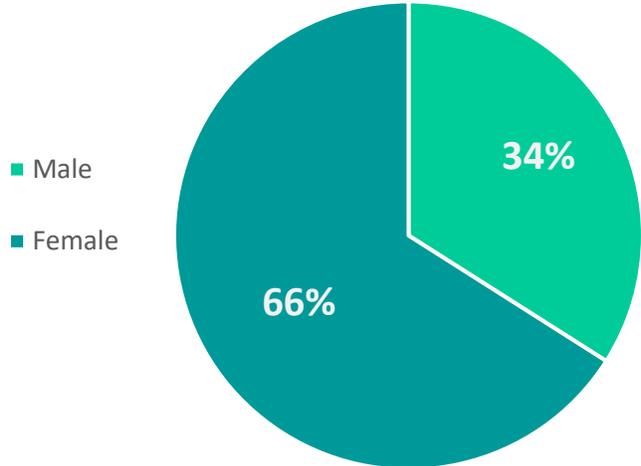
Demographics Students

UA has a diverse student population. The majority of UA students were female in 2022, which is consistent with the previous five years. 21% of UA students have birthplace other than Aruba. 13% of all UA students in 2022 were 35 years or older.

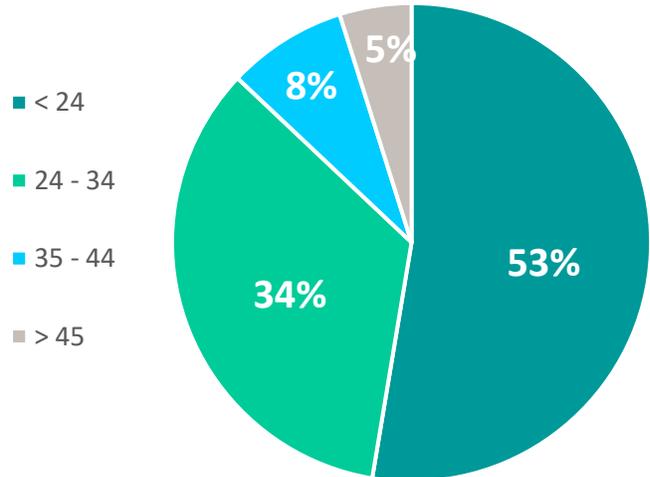
Students by Birthplace UA 2022



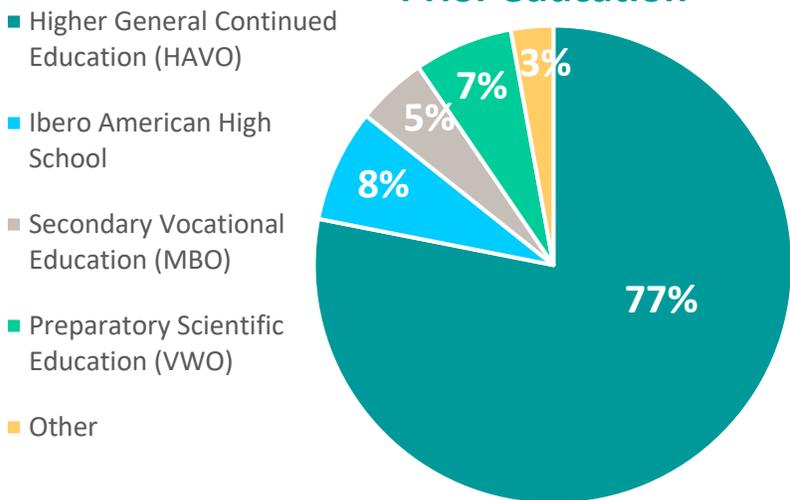
Male/Female students UA 2022



Students by age group UA 2022



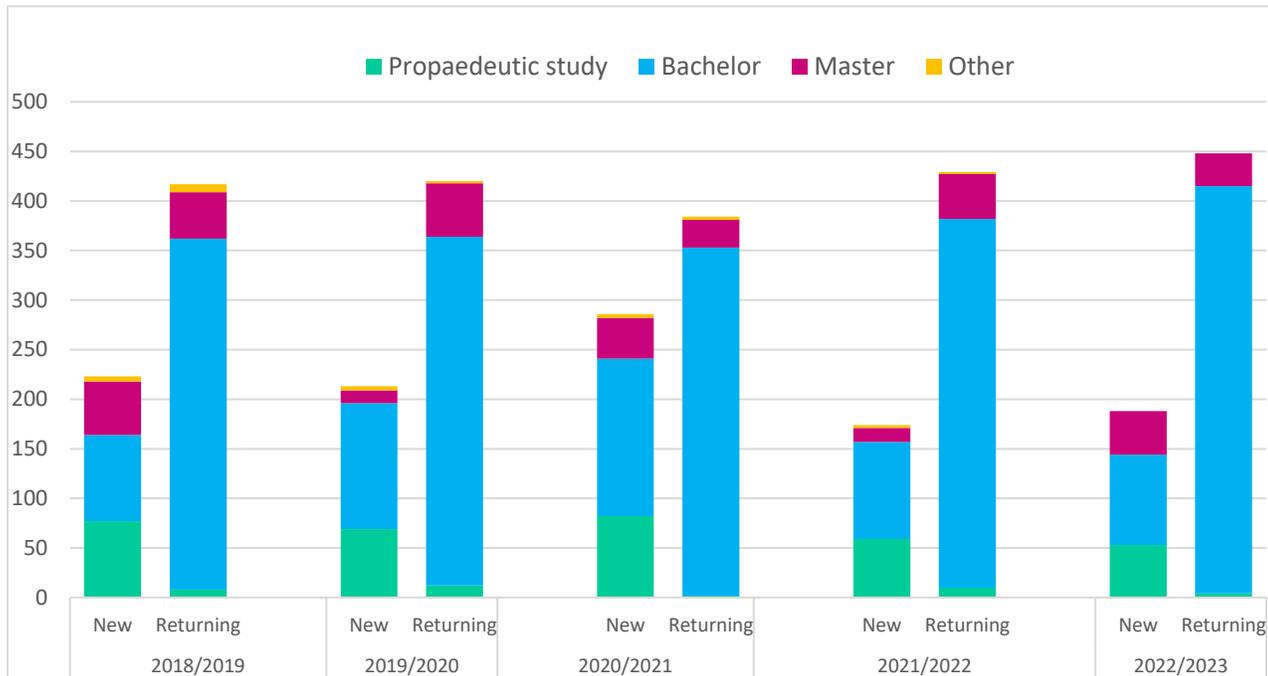
AFY Students 2022 Prior education



The majority of AFY students come from Aruba's high school "Colegio Arubano" with HAVO (77%) and VWO (7%) diploma.

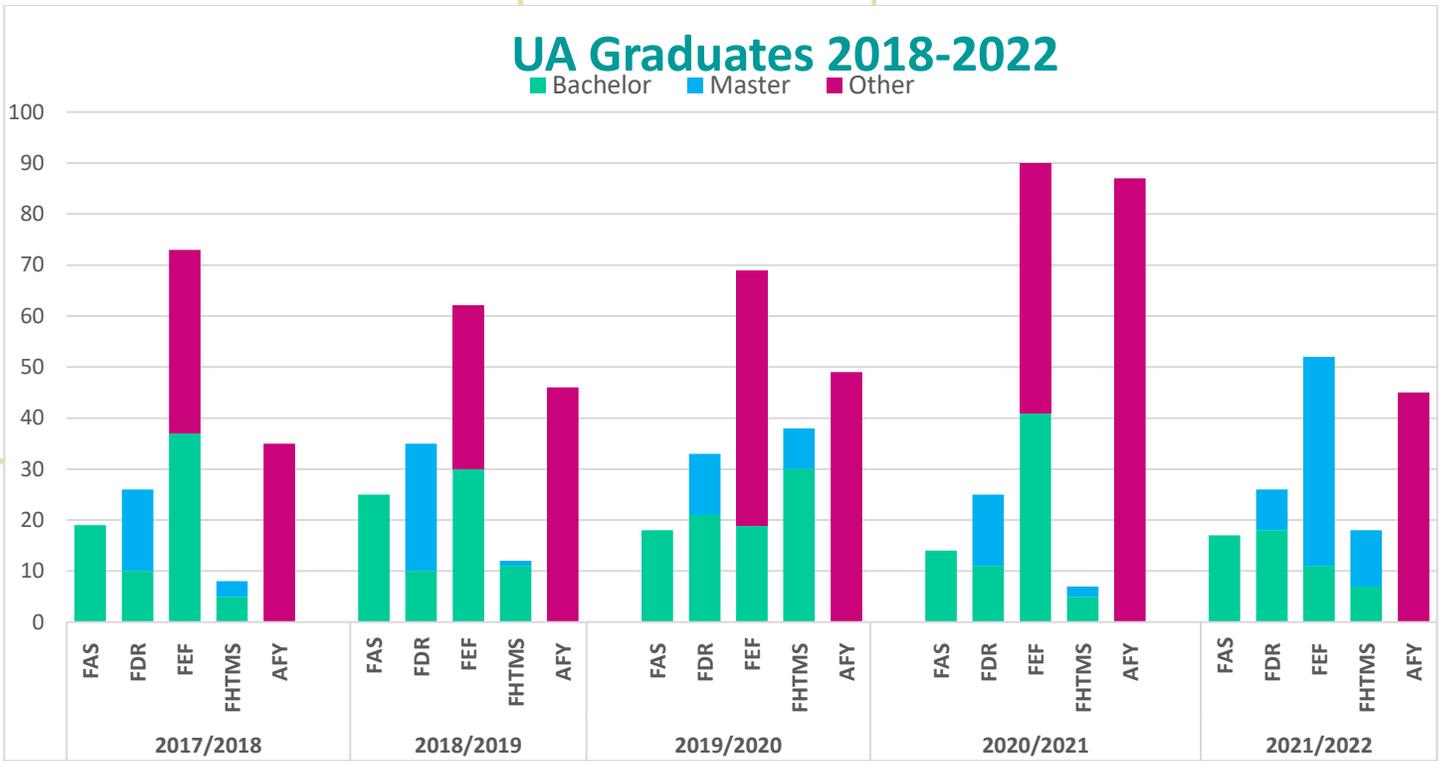
New compared to Returning students

Below table illustrated proportion of new and returning students. The chart excludes AFY 1 year program. Students that continue bachelor study in FEF after propaedeutic year are included as returning students.



UA Graduates

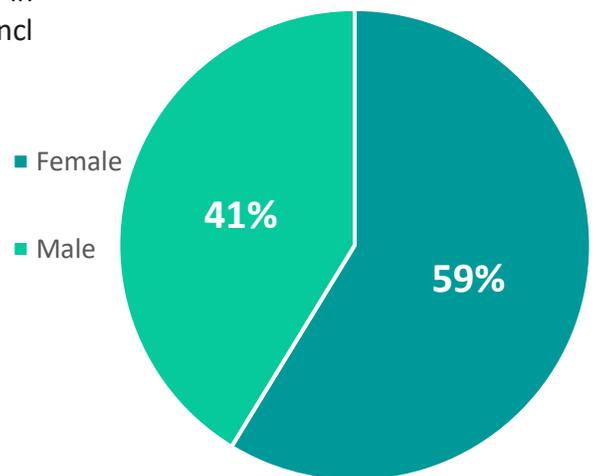
The Following chart shows the number of graduates and certificates UA by faculty:



Demographics Employees

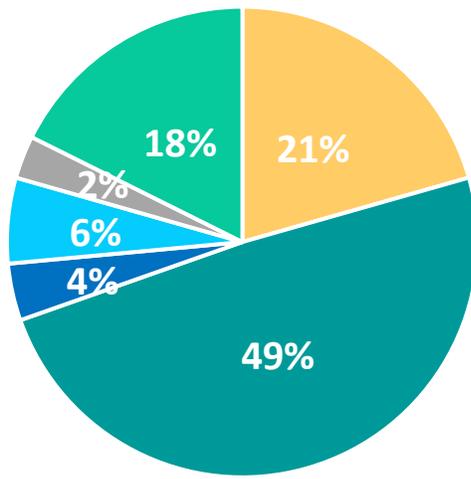
According to 2022 data, the UA has a higher proportion of female academic staff than male. UA has 3 out of 4 female deans and a female rector. The presence of female academic staff in leadership positions can also serve as role models for students, particularly female students who may be considering pursuing careers in academia or other male-dominated fields. The FdR and FAS (incl SISSTEM) have the most PhD-holding academic staff.

Gender Academic staff



Employees by Birthplace

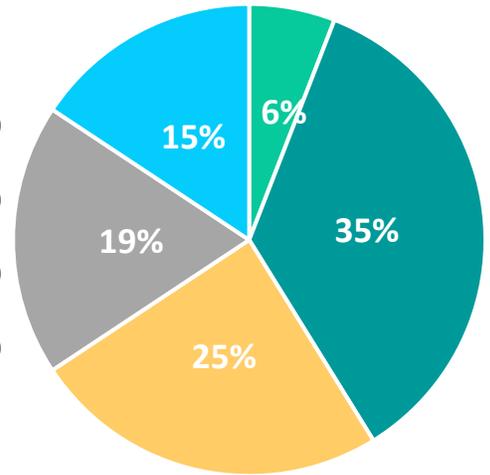
- Netherlands
- Aruba
- Curaçao
- Suriname
- Trinidad/Tobago
- Other



The staff of the university is composed of individuals from diverse backgrounds, with 20 unique birthplaces and a representation of 10 distinct nationalities.

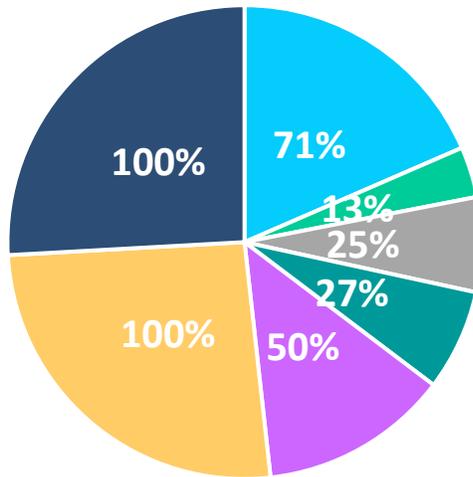
Age Employees

- 0-19
- 20-29
- 30-39
- 40-49
- 50-59
- 60+



Percentage of staff holding PhD per faculty

- Faculty of Law
- Faculty of Arts & Science
- Faculty of Hospitality & Tourism Management
- SISSTEM
- Center of Quality Assurance
- Rector
- Research Center



Research

Introduction

Research and social services are two of the main tasks of the UA 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. UA is laying the foundations for a Research Center which will serve as a platform for developing, simulating and facilitating research across faculties and academic networks, and will potentially serve as a hub for a national research agenda. Furthermore, the UA is also actively involved in the development of the Dutch Caribbean Research Portal (DuCaRP), an inter-island research platform for strengthening and broadening research collaboration in the region.

In 2022 the engagement of UA staff in research programs further expanded. About 20 staff members are engaged in PhD-research projects. This can clearly be seen in the number of publication outputs and in the engagement in international research conferences and research

groups. In June 2022, UA researchers also presented the UA-research programs and projects at the Dutch Caribbean Research Week, organized by the Dutch Research Council (NWO), demonstrating the strength and the width of the UA research capacity.

In 2022, UA together with partner institutes participated in two research projects 'COVID-19: Societal dynamics in the Dutch Caribbean'. Two research consortia funded by ZonMW (The Netherlands Organization for Health Research and Development) in which researchers of the University of Aruba are involved have each been granted and are currently executed:

- COVID-19: Food security and economic diversification;
- Upholding Human Rights in a Pandemic: The Social Impact of COVID-19 Measures on Vulnerable Families in Curaçao, Aruba and St. Maarten.

Furthermore, researchers at the UA are currently involved as researchers in the KITLV Climate change and governance project, as co-applicant in a larger research project proposal for the Dutch Research Agenda (NWA), as partner in several RESEMBID research projects and in the execution of a wide variety of applied research projects in Aruba, the Kingdom and the Caribbean region.



NIAS-Fellowship

Dr. Eric Mijts of the UA was awarded a fellowship at the Netherlands Institute for Advanced Study in the Humanities and Social Sciences. From September 2022 until January 2023 Eric Mijts studied Climate Change and the Governance of Tropical Marine Conservation, together with colleagues from different institutes in the Netherlands and Indonesia in a dedicated NIOO- KITLV-NIAS theme group.

The most prominent globally used area-based policy tool to protect marine ecosystems are marine protected areas (MPAs). While oceans play a crucial role in sustainability and resilience, and MPAs are the area-based tool to preserve oceans, their efficiency is often questioned. Controversies span from parks that only exist on paper while not being actively managed, to ecosystems within protected areas deteriorating as fast as outside and ocean grabbing discourses in which MPAs exclude communities from access to resources they depend on for their livelihood. This controversy has only increased as climate change adds additional, external stressors on marine ecosystems. In December 2022, the UN Biodiversity Conference COP15 held in Montreal came to an end with the landmark agreement to put 30% of the planet, hence also 30% of the oceans under protection by 2030 (the so-called 30x30 agenda). The research team's critical

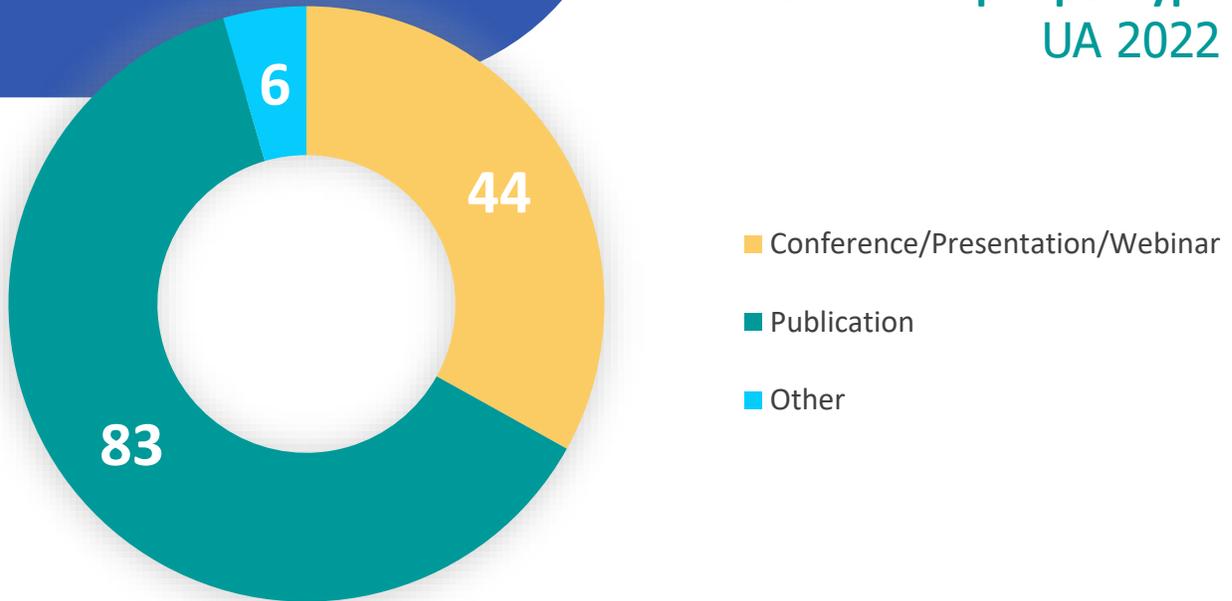
examination of the existing marine protection practices contributes to the development of a framework against which the 30x30 agenda can be interpreted and evaluated. Part of the fellowship consisted of seminar sessions in which research fellows discussed topics ranging from sociology to digital humanities, historical studies and interdisciplinarity.

As part of the public outreach of their research efforts, Eric Mijts and his colleagues also hosted a public event at SPUI25, the academic-cultural hub in Amsterdam and they presented their work to the directors of the Royal Dutch Academy of Sciences. The research team will produce various academic papers that will present the findings and conclusions of their research.

The Netherlands Institute for Advanced Study in the Humanities and Social Sciences, is one of the oldest Advanced Study Institutes in Europe committed to promoting interdisciplinary and curiosity-driven research in the humanities social sciences for established and early career scholars. It is an intellectual haven where scholars, artists, writers and journalists come together in an interdisciplinary and collaborative environment. Moreover, NIAS aims to bridge the gap between the research practices of the humanities and social sciences on the one hand and the natural sciences and life sciences on the other hand. In addition, the academic community is enriched by the presence of writers, journalists and artists producing a serendipitous and collaborative work environment, which unlocks imagination and curiosity. More information on the fellowship, the project and some of the outcomes can be found at: <https://nias.knaw.nl/fellow/29649/> <https://nias.knaw.nl/insights/rethinking-human-relationships-with-the-sea/> <https://spui25.nl/programma/secrets-of-the-sea-in-times-of-climate-breakdown> <https://www.kitlv.nl/research-project-climate-%20change-and-governance-in-Indonesia-and-the-%20caribbean/>

ACADEMIC OUTPUT

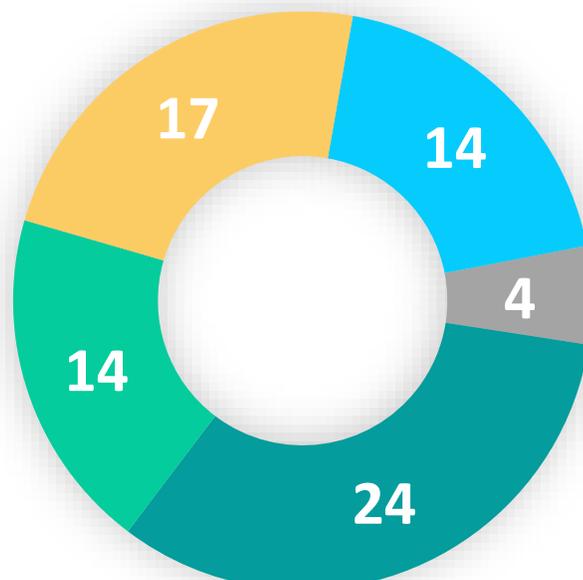
Academic output per type UA 2022



In 2022, 133 research and academic outputs (2021: 94) were realized by the employees of the UA.

UA Publications in 2022

- A1 - Articles in scientific journals
- H1 - Chapters in books
- ME1 - Publication as editor or co-editor
- N1 - Note to a judicial decisions
- V - Minutes and reports



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

PhD candidates of the UA

UA has currently 15 PhD candidates who are working on their research. We introduce 4 of them below.

Diego Acevedo

Diego Acevedo is a researcher and lecturer within the SISSTEM program at the UA. His ongoing PhD research within the Chemical Engineering department of the KU Leuven is titled “Valorization of Reverse Osmosis Brines on Small Islands”. In essence he is looking at the economic value recoverable from the brine let over from the desalination process in islands like Aruba. His research is of special relevance to Aruba since the island is fully dependent on desalination technology to meet its fresh water needs, while at the same time, with over a century of experience, it is also one of the global pioneers in the implementation of desalination technology. This PhD research

is based in Aruba and funded by the European Union under cooperation between the KU Leuven and the University of Aruba. Within the SISSTEM academic program, Diego has lectured in different courses within the Technology and Engineering specializations, including: Physics; Chemistry; Sustainable Energy Production; Automation & Process Control; and Entrepreneurship, Innovation & Society.

Diego holds a BSc degree in Mechanical Engineering (magna cum laude) from the University of Florida and an MSc degree in Sustainable Energy Technologies from TU Delft. His previous work and research have been focused on sustainable business and technological solutions, focused on innovative thermal desalination processes and ocean energy innovations such as Ocean Thermal Energy conversion (OTEC), floating solar development and harsh environment agriculture.



Thais G. Franken

Thais Franken is a Lecturer in the Faculty of Arts & Science and Researcher for the Aruba Institute for Good Governance & Leadership at the University of Aruba. She is an alumna of the OGM program and holds a double Master of Science degree in Public Policy and Human Development from Maastricht University and the United Nations University Economic and Social Research Institute on Innovation and Technology (UNU-MERIT) with a specialization in “Innovation, Institutions, and Development”. Her PhD research is focused on identifying formal and informal civil society networks in the socio-cultural sector of small island states and analyzing their impact on participatory governance and policy making. Human behaviour, social networks, and civil society are closely interwoven. Understanding their interaction is critical for designing effective public policies on small island states, which are now more crucial than ever since COVID-19 and the negotiations with the Netherlands regarding development and reformation. Through her research she will analyse two separate subnational jurisdictions within the Dutch Kingdom,

namely the islands Curacao, Aruba, and St Maarten (CAS) versus the islands Bonaire, St Eustatius, and Saba (BES). Based on the observed scarcity of collaboration through networking, as well as the sustainability challenges of the established civil society organizations’ (CSOs) networks, and the constitutional differences that exist among the ABC-SSS islands, this comparative case study will attempt to capture the effectiveness of the existing social CSO networks between Aruba and Bonaire.



Nurianne Arias-Helder

Nurianne achieved her Bachelor degree in Organization, Governance and Management and continued her Master studies in the Netherlands. She studied Public Administration (specialization Health Care). Nurianne is a lecturer at the Organization, Governance and Management program. In her role as a lecturer at the Organization, Governance and Management program she aims at growing as a researcher. Her biggest interest lies in (mental) health and well-being which she aims at contributing to as a researcher.

The aim of Nurianne's research is to empower, simulate and fortify organizations, institutions and communities to have strong support systems for those living with an invisible disability. It is likely that everyone will experience a sort of disability at some point in their life.

The numbers are steadily increasing worldwide. Around the world, 1 in 7 persons lives with a disability of which 80% is invisible (WHO, 2022, Hidden Disabilities Store, 2022). People living with disabilities are often victims of stigma and discrimination. Disabilities influence the lives of individuals, including their daily functioning. It is even more challenging for those living with an invisible disability due to the difficulty of immediate detection. Invisible disabilities include mental and neurological conditions such as autism and Asperger's. Chronic conditions such as diabetes, asthma, and chronic pain are also considered invisible disabilities. These conditions have a significant impact on the day-to-day life of individuals (Hidden Disabilities Store, 2022). One of the possible considerations for this research could be "How do social emotional and economic factors influence the self-perception and mental health of people living with an invisible disability in the Caribbean?" and "How can organizational and community efforts alleviate social and economic pressure of communities in which people with invisible disabilities live?"



Sharona Jurgens

Sharona Jurgens is a junior lecturer at the University of Aruba and simultaneously a doctoral student at the Catholic University Leuven (KU Leuven). She has a background in Earth Sciences. In 2020, Sharona joined the SISSTEM programs and started her PhD entitled "Spatial Analysis of Urban Metabolism in Small Island States". Her research addresses the impact of urbanization on resource consumption, specifically water, energy, and food. In 2021 – 2022 she supervised two KU Leuven master students who administered a household survey on the island to gather information on resource consumption by Aruban households as part of their master thesis. These foreign students were supported by UA students from the Academic Foundation Year to foster knowledge transfer. In the end the information gathered provides her with the necessary data to understand social dynamics and the pressure of different social groups on to Aruba's urban development in general.



Below are highlights of some of the research projects and collaborations in 2022.

OGM Research program

The Faculty for Arts and Sciences' Organization, Governance and Management program continued the implementation of its multidisciplinary research program: Navigating Complexity. Organizing Quality in Small Island States. The aim of this research program is to contribute to the improvement of the quality of the organizing capacity on and in small island communities. Students of the OGM bachelor program conducted research related to the topics of this research program in various modules of their studies, during their internship and thesis. They also assisted with third-party research of the Aruba Good Governance and Leadership Institute (*GG&L).

The OGM research program is the result of the collaboration between the UA extraordinary professors Noordegraaf and Bakker and UA lecturers, in consultation with the Aruban stakeholders.



SISSTEM

The SISSTEM programs are in the fourth year of implementation. The team further to build upon the foundation of SISSTEM: the first student has completed their bachelor thesis, the master is starting, and the first publication by PHD candidates are appearing in international journals. The program organized two successful international online conferences under the name Sustainable Island Futures and researchers of the SISSTEM programs presented at conference in Europe and in the America's. Senior staff of the program are involved in development of new research opportunities through international collaboration and new research funding opportunities.

First graduate SISSTEM Bachelor

On Monday July 11, 2022, Tracy van der Biezen successfully defended her thesis and is the first student at SISSTEM to obtain the title Bachelor of Science in Sustainable Engineering and Technology with a specialization in Bio-environmental Sciences. Tracy defended her thesis in front of a graduation committee consisting of ms. Alba de Agusin, dr. Lies Jacobs and dr. Nigel John. Present at the defense was the prime minister of Aruba, ms. Evelyn Wever-Croes, vice-dean of the Faculty of Arts and Sciences dr. Eric Mijts.

Sustainable Island Futures IV and V symposia

The department of Organization, Governance & The fourth and fifth digital Sustainable Islands Futures symposia were co-hosted by SISSTEM and the Metabolism of Islands (Mol) network on June 9, and on November 30, 2022.

The focus of these symposia was on:

- Resource circularity, island metabolism, industrial ecology, socio-metabolic research
- Islandness and on threats and opportunities that hinder further sustainable development and resilience of small island states. One of the keynote speakers was prof. dr. Georges Felix “Agro-ecological Resilience and Food Sovereignty in the Caribbean”. Both symposia were a great success; it is marvelous to see professionals connecting through their research.

Online launch research project Covid-19 Food security and Economic diversity in Curacao, Aruba and Sint Maarten

On May 31, 2022, the public online launch of the collaborative University of Aruba, University of Curaçao and Sint Marin ZonMw research project took place, followed by a discussion with the researchers. This research project focuses on the impacts of the pandemic on food security in island communities and the potential for economic diversification in finding approaches to address future food security.

Scholarship Global South

Francielle Laclé, received a scholarship awarded to only three PhD candidates from the Global South to attend the PhD course “Transformative Research for Sustainability Challenges” by Wageningen University & Research (WUR) and Utrecht University (UU) which was held on 19 - 30 September 2022. The course provides PhD students with methods to increase the potential that their research has a positive impact on society and the environment.

The PhD students explored approaches to transformative research in differing case studies that aim to bring about just and sustainable futures.



Traveling Caribbean Heritage

In 2022 the activities of the interuniversity research and capacity building program Traveling Heritage Caribbean were finalized. On May 9th 2022, during a book presentation, the first two book publications of the project team were presented. Both books discuss the dynamics of cultural heritage of the ABC islands and processes of nation building and nation-branding. As stated in the annual report, UA lecturers Alofs, Franken and Caine were amongst the authors of the various articles.

<https://www.lup.nl/publications/heritage/antilliaans-erfgoed-1/>

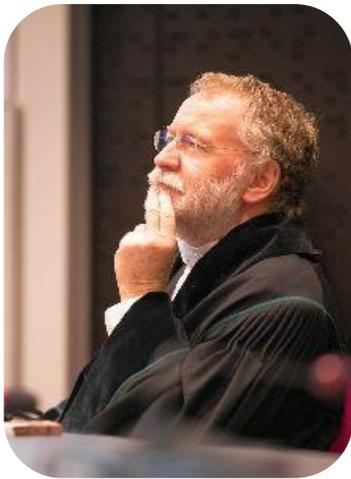
<https://www.lup.nl/publications/heritage/anilliaans-erfgoed-2/>

On May 10, conversations took place with the Governor of Aruba concerning the research project and debate on slavery excuses and reparations in the Dutch Kingdom. The third book, called Cultural heritage and the nation; Aruba, Bonaire and Curaçao in Caribbean perspective, will be published in 2023 and is edited by Alex van Sipriaan - KITLV, Luc Alofs – UA, and Francio Guadeloupe - KITLV. Contributions by UA researcher Alofs include the introduction (Van Sipriaan, Alofs & Guadeloupe, 2023) and a chapter on the history of Papiamentu (Pereira and Alofs, 2023).

FEF research

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

Inauguration of Professors at the UA



Prof. dr. Michiel Heldeweg, LLM

Michiel A Heldeweg (1957) obtained his LL.M. (Dutch Public law) and MA (Law & Public Administration) at Groningen University (1985/1987), and his PhD at the University of Maastricht (1993) on safeguards concerning

input of technical expiries in standard setting, particularly in environmental licensing. Since 2008 he is also a full professor of Law, Governance & Technology at the University of Twente (UT), the Netherlands. Heldeweg is involved in teaching at the University of Aruba since 2010- 2011. In March 2022 Mr. Heldeweg became an Honorary professor of General Legal Theory and Practice at the University of Aruba.



Prof. dr. Herman Bröring

Herman Bröring obtained his PhD in 1993 at the University of Groningen for his dissertation 'Guidelines' (cum laude, SibbePrize). In 2003 he became professor of integral legal practice at University of Groningen. For some time he was director of research/graduate

school. Since 2018 he holds the chair of administrative law. Bröring is, among other things, deputy chair. vz. of the National Body for Scientific Integrity. Many elements from Dutch law are transplanted into Aruban constitutional and administrative law. In March 2022 Mr. Bröring became an Honorary professor of Constitutional and Administrative Law at the University of Aruba.

Prof. Dr. Viola Heutger

The University of Aruba made history on September 27th, 2022, when Dr. Viola Heutger, the Rector of the institution, delivered her inaugural address accepting her appointment as the Chair of Translingual Practices in Educational and Professional Contexts. This marks the first time that the Rector of the University of Aruba has been awarded the title of 'Professor'. The ceremony was attended by Minister of Education Endy Croes and Prime Minister Evelyn Wever-Croes, among others. Prof. Heutger's appointment as the Chair of Translingual Practices in Education and Professional Contexts will play a critical role in addressing these issues.



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 professionals in the public and private sectors, civil servants, politicians, scholars, administrators, board members, opinion leaders, and the Aruban public. Main activities in 2022 were public dialogues, workshops and research.





1. Workshops

The Aruba NIS report indicates that there is no 'quick fix', or Grand Model to change a national integrity system overnight. Nevertheless, any small step in the direction of strengthening a NIS, reinforces other pillars. Recommended is that the public and private sectors and the civil society organizations should work together to reduce corruption and improve the importance of integrity. The assessment and recommendations have inspired Foundation Good Governance Aruba (SDBA), Hope Aruba,

Saxion Hogeschool and the University of Aruba (*GG&L) to take the first concrete steps in combining forces in the interest of the future of Aruba. Two interactive workshops were co-organized in 2022. Main priorities concerning integrity within the social, economic, cultural and public domains were identified and discussed. The purpose is that in early 2023 at the next workshop, priorities will be turned into actions and several parties will take responsibility for them, in the joint process to reinforce the NIS of Aruba.

2. Research

There has been a noticeable rise in requests for third-party research, including requests from organizations such as the Koninklijke Bibliotheek and the Samenwerkende Fondsen Cariben. Public versions of these research reports are available at www.ua.aw/goodgovernance.



The Research Project Aruba is organized by students of the Utrecht School of Management and Organization Science (USBO), Utrecht University. Ten groups of students from the University of Aruba and Utrecht University have been researching successful government practices in Aruba. This involved analyzing what makes these organizations successful, what explains the success and what can be taken away from this for the future. The purpose of the research is to get a picture of the public sector in Aruba, to promote international cooperation between the universities, and to

empower Aruba. The collaboration provides a unique opportunity for students to develop and apply intercultural competencies. Another important goal of the Research Project is based on 'community engaged learning', where the purpose of the research is not only to gain knowledge, but also to contribute to the Aruban society. At the symposium at the University of Aruba the preliminary findings were presented. The final symposium will be organized in the Netherlands on June 16, 2023. At this symposium the book will be presented with all the research results, also by the Aruban students who participated in this projects.

3. Public lecturers and dialogues



The following dialogues were organized in 2022:

A. Public dialogue The Foundation of Trust: on Freedom & Calculation in Social Cooperation by Dr. Michaël Suurendonk, March 3, 2022.

B. Official presentation of the Aruba NIS report by Prof Dr. Willeke Slingerland, in cooperation with SDBA and Saxion Hogeschool, April 25, 2022

C. Dialogue for students UA/IPA on Aruba NIS Report and Resilient Democracy by Prof Dr. Willeke Slingerland, Thomas Riemersma, Armand Hessels, in, in cooperation with SDBA and

Saxion Hogeschool, April 28, 2022.

D. Public Dialogue Aruba NIS Report, Resilient Democracy and Cummunal Democracy by prof dr. Willeke Slingerland, Thomas Riemersma, Armand Hessels, in cooperation with SDBA, and Saxion Hogeschool, May 2, 2022

E. Public Dialogue Opening up professions: How to connect accountancy to society by Prof Dr. Mirko Noordegraaf and Jonah Warner MSc RA (in cooperation with AVA and FEF), October 18, 2022

F. Public Dialogue Working together towards developing an early intervention system in Aruba by dr. Mieke de Droog and dr. Kelly Hantak, in collaboration with UMKC Institute for Human Development, Ministerio di Husticia y Asuntonan Social, Departamento di Mucha y Hoben, October 27

G. Public dialogue Introduce vertrouwenspersoon in the onderwijs by Piet Westerhuis, November 2, 2022

Partnerships for the goals



A think tank session about the further development and activities of *GG&L was organized, within the University of Aruba and a session, with various external stakeholders in the Aruban community. To achieve its mission, *GG&L actively seeks partnership with stakeholders, both inside and outside the university. This is evident by the above-mentioned activities 2022 that have come about in collaboration with various stakeholders, and by the increasing invitations that

*GG&L receives and wholeheartedly accepts. This includes being part of the dialogue group Slavery of the Ministry of Internal Affairs and Amnesty International, the integrity awareness video as part of National Integrity Week, co-hosting the Seminar Integrity and Corporate Governance by the Ministry of Transportation, Integrity, Nature and Senior Affairs, the Consultation of the Conference Corporate Governance by the Corporate Governance Commissie, and the SER 35 Year congress. Students of the University of Aruba have supported the above activities various ways.

Serving society with public engagement

Woman Leadership Seminar

The Women Leadership Seminar was put on by the government of Aruba and the University of Aruba, where Clarine Croes had the honor of speaking on a panel. The topic that were discussed are, how we can guarantee woman's participation in leadership positions.

The brand-new gender policy in Aruba was also highlighted. The conference name - 'Strong Women Choose to Challenge' - represents and recognizes that we are all strong women and that we need to stand for gender equality. During this inspiring morning, different female leaders shared their stories on 'Breaking the glass ceiling'.



Slavery excuses

Dr. Luc Alofs is a member of the Dutch Caribbean Interisland Platform Slavery Past and Heritage, and on the request of Minister of Finance and Culture Xiomara Maduro of the ministerial member of the "Comision Conscientisacion Sclavitud" Aruba. This working group supports the minister in her policy to create awareness about the slavery past amongst descendants of enslaved either in or outside of Aruba and the Aruban population in general. UA lecturer drs. Yolanda Richardson facilitates the public debate on this issue as a debate leader. The working group also provides advice to the government of Aruba concerning the apologies by the Dutch state for its role in the history of slavery.



Work conference "Study Success Caribbean Students"

"Studiesucces Caribische studenten" is an ambitious package of concrete and structural measures has been devised to increase the study success of Caribbean students. The results of the conference will be presented under the new name 'Strategic Education Alliance (SEA)' to the next ministerial Four-Country Consultation on Education, Culture and Science.

They have been working on improving the study success of Caribbean students for a year and a half. A large proportion of these students do not complete their studies abroad. The work conference in Aruba has been organized to develop concrete follow-up steps.



“Caribische Juristenblad”

The Caribisch Juristenblad is a legal periodical that focuses on all areas of the law that are relevant for the Caribbean part of the Kingdom, so it has a broad scope. It appears 4 times a year. The editorial board consists of members from the different islands and countries of the Kingdom and from different professions, like people working at law faculties, practicing lawyers, judges, and lawyers within the government. The periodical is published by ‘Boom juridisch’, a leading Dutch publisher of legal books and periodicals. It is available on paper and online on the website of Boom periodicals (<https://www.bjutijdschriften.nl/>). It contains contributions from local authors, but also from leading scholars from the Netherlands. The Faculty of Law and the UA have a longstanding relationship with the Caribisch Juristenblad and its predecessor, TAR-Justicia. From halfway the nineties a member of the faculty has been on the editorial board. During 2022 Geert Pesselse and Carlos Bollen were members of this board. Viola Heutger joined the board near the end of the year.



Tienda di Ley

“Studiesucces Caribische studenten” is an ambitious package of concrete and structural measures that has been devised to increase the study success of Caribbean students. The results of the conference will be presented under the new name ‘Strategic Education Alliance (SEA)’ to the next ministerial Four-Country Consultation on Education, Culture and Science.

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University Chair Translingual Practices in Educational and Professional Context

Within the framework of the chair Translingual practices in educational and professional context, four lectures were held during the year 2022. One on Papiamentu and the European Charter on Regional and Minority Languages and another on language policy within the CARICOM (Een Arubaans perspectief op het Nederlands als officiële taal binnen CARICOM) as well as a workshop at the Summer



School on European Private Law the University of Salzburg on the topic of law and language and a further lecture on language policies within CARICOM at the Jean Monnet Summer School EU in Caribe in Curacao. In addition, a written report was prepared for the Minister of Education and Sports on the Future Language Policy (Integraal Taalbeleid Onderwijs Aruba). On 26 September, the inaugural lecture of the chair holder took place. The inaugural lecture was widely reported in the Aruban media. Furthermore, prof Heutger opened the national dictation (dictado nacional Papiamentu) on the day of the mother tongue in 2022 and the workshop of the foundation Lanta Papiamentu on Idioma materno importante pa e desaroyo. Prof. Heutger is also a board member of the IPA-UA Language Centre.



Symposium Towards a sustainable economy

The symposium is a collaborative effort between the University of Aruba and the University of Pisa to raise awareness about sustainability, which is crucial

for shaping our future economy. The event aims to highlight the importance of partnerships, particularly international ones, for implementing Sustainable Development Goals (SDGs). Achieving sustainability goals requires collective efforts from all partners, including the government, private sector, public sector, and NGOs. Therefore, structured investments towards sustainability are essential.

UA Cares

The University of Aruba is committed to giving back to the community and helping those in need, especially during the holiday season. To demonstrate this commitment, the university organized an annual fundraising event called "UAcares". This event is a platform for collecting food and clothing donations for the most vulnerable members of the UA community, as well as for the Red Cross Aruba and "Fundacion Pa Nos Comunidad" (FPNC Aruba).

3 day entrepreneur event with EPI: Leadership, Entrepreneurship and innovation

The UA hosted a three-day event in partnership with "Educaion Profesional Intermedio" (EPI), focusing on Leadership, Entrepreneurship, and Innovation. The event featured presentations from UA students, alumni, and lecturers, who shared their best practices, experiences, and advice for student entrepreneurs. One of the speakers was Carlton Ho Sing Loy, a UA alumni and MBA student, who emphasized the importance of a fun and stress-free approach to entrepreneurship. Another speaker, Ronaldinho Zara, shared his experience and best practices as a young entrepreneur. Lisen Lalwani from Wow Cosmeica Aruba and Gianira Maduro from lovemadearuba also spoke about their best practices and experiences as young entrepreneurs. With their valuable contributions, the event was a great success and a source of inspiration for students interested in entrepreneurship and innovation.





CLL

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

Reflecting on 2022, the Center for Lifelong Learning (CLL) finds it important to celebrate its achievements and recognize its growth in providing lifelong learning opportunities to the Aruban community. During this year CLL worked tirelessly to provide learning opportunities and exceeded itself with an increase of 57% in events organized, from 56 to 131. These events all fall under the header of short courses, (in-) training, workshops, and 'stadium general (such as lectures, conferences, book presentations, masterclasses, and movie & poetry nights. CLL facilitated In-house training for HOH, Post Aruba, Central Bank, and Aruba Bank. With the pandemic seemingly behind us, we have continued to provide online participation to the community,

Through collaborating and cooperating with our local and international partners CLL has been able to achieve its goal of building the nation's human capital. In effect, the CLL has become more like a gateway for the University of Aruba and its local and international networks to the larger community. CLL's partnerships were not solely based on the execution of projects but CLL was seen as a valuable knowledge center that contributed towards the achievement of a knowledge-based society.

CLL longstanding partnership with 'Taalcentrum Vrije Universiteit Amsterdam' is a great example of how we strive to improve of one our areas of focus which is language focusing on cross-cultural communication within our multi-lingual society and language development.

Other partnerships were with Stichting Rancho, the University of Pisa, Aruban Government (amongst other International Women's Day, Dutch Kingdom, National Integrity Systems, Good Governance and Leadership Institute (UA) and Raven Advies & Van Dijk Training en Opleidingen who facilitated training to the financial, banking and insurance sector.

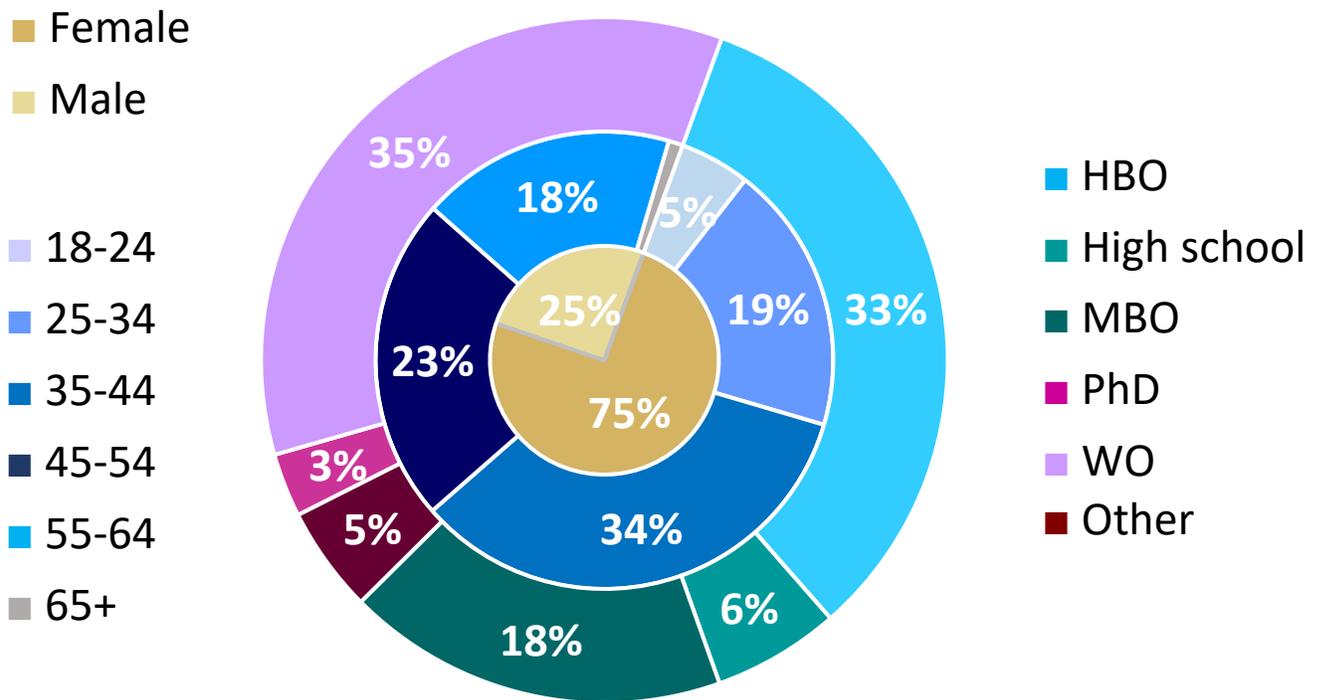
CLL for its fourth year co-hosted the radio program Straight Up Conversation about Education on the podcast platform Sopi Mix. During the program guests (UA lecturers, students, staff, alumni, professionals, and role models within the community) share their educational trajectory and discuss current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

Looking at the demographic composition of this year's lifelong learners, meaning those persons who registered for our training, courses, and workshop we see that the tendency for women to be overrepresented has remained.

In 2022 CLL had a total number of 220 registrations to its paying courses of which a total number of 171 certificates were issued. In addition, CLL was responsible for the printing of the BKE, Shoco wellness, UA Language Center, and other parties.

Interested lifelong learners at lectures:

UA: 2482
Zoom: 586



Participation of UA staff in societal roles

UA's staff participates in the society in connection to their function at the UA also by holding societal roles mainly in non-profit organizations and foundations, such as member of the board member, commission member, facilitator, moderator, volunteer, guest lecturer. In 2022 UA academic personnel held 57 such roles.



Students Mobility

Internationalization

Moving forward with internationalization 2022

The Internationalization of the University of Aruba, as well as the expansion of staff and student mobility, helped restore normalcy in 2022.

The UA welcomed many international guest speakers and guest lecturers that participated in teaching, research, and courses organized by CLL.

Incoming Student Mobility

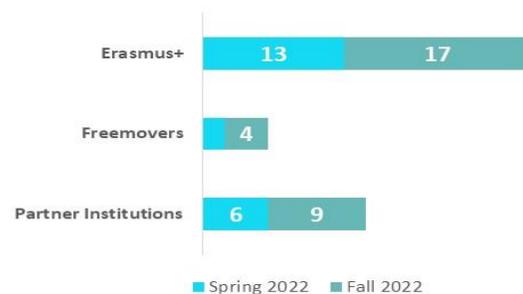
The UA welcomed 21 international students in the Spring semester and 30 in the Fall semester.

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



In 2022, the Office of International Affairs (OIA) resumed all types of student and staff mobility. OIA finished the year with 51 incoming students and 29 outgoing students. The UA welcomed 54 incoming staff and 69 outgoing staff from and to other institutions.

Incoming students
UA 2022



Home institutions of incoming from the Netherlands

- Avans University of Applied Sciences
- Windesheim University of Applied Sciences
- HAN University of Applied Sciences
- Hanze University of Applied Sciences
- Maastricht University
- University of Groningen
- Utrecht University

Incoming Student Mobility

- Artevelde University of Applied Sciences
- Czech University of Life Sciences Prague
- Deggendorf Institute of Technology
- University of Greenland
- KdG University of Applied Sciences and Arts
- KU Leuven

Home institutions of incoming students from United States:

- Framingham State University
- University of South Carolina

Outgoing Staff

The University of Aruba had a total of 69 trips for outgoing staff mobility. We had 4 outgoing Erasmus+ staff for training. There were 64 non-Erasmus outgoing staff mobility. These mobilities opportunities were for conferences, partner visits, research purposes and staff consultancy. 18 of the 69 trips were in the Region, 46 were in Europe, and 4 were in America. Universities to assist the UA in Curriculum Renewal and accreditation visits.

Outgoing Student Mobility

The UA had 14 outgoing students in the spring semester and 15 outgoing students in the fall semester.

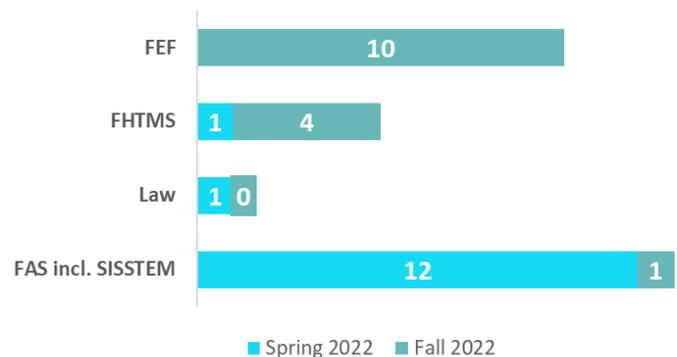
We were able to send our students not only with Erasmus+ funding, but also with “Nalatenschap heritage funding”, which provided our students with additional opportunities in Europe. We advocate for this type of funding to support and promote more semester exchange, summer schools, blended learning, and field trips.

Students went to do their mobility at the following universities:

- KdG University of Applied Sciences and Arts
- KU Leuven
- Thomas More University of Applied Sciences
- Czech University of Life Sciences Prague
- University of Valladolid
- Deggendorf Institute of Technology
- FH Wien der WKW
- Utrecht University
- The Hague University of Applied Science

- Rennes University
- Saxion University of Applied Sciences
- Thomas More University of Applied Sciences
- University of Applied Sciences Landshut
- Stuttgart Media University
- Frankfurt University of Applied Sciences
- FH Wien der WKW
- Dalarna University

Outgoing students UA 2022



Student went to do a Traineeship in Europe:

- Spain

Incoming Staff

In 2022, the UA welcomed 54 incoming staff from other institutions welcomed Erasmus staff mobility for both teaching and training, as well as lectures for workshop, training and research organized by CLL, as well as Partner Universities to assist the UA in Curriculum Renewal and accreditation visits.



OCW Funds

In 2018 the countries of Aruba and The Netherlands entered into an agreement on 'OCW funds 2018-2023' (OCW stands for the Ministry of Education, Culture and Science of the Netherlands) with the purpose to support local students to pursue their higher education in Aruba and the region. UA in its role of administrator of these funds received the proceeds from OCW and from the same distributes these for approved projects and scholarships in line with the established administrative protocol to Aruban educational institutions and/or students. In the academic year 2021/2022 UA has distributed Afl 335.416 (2020/2021 Afl 681.500) on related projects, in 2022/2023 the available budget is Afl 398.758. The following projects have been executed directly at the UA in the academic year 2021/2022 financed from the OCW funds:

Scholarships ('Kansbeursen')

The Fund distributed Afl 145.000 in scholarships to 29 students, out of which 14 UA students in the academic year 2021/2022. The aim of these scholarships is to support the students with financial difficulties with limited possibilities to obtain study financing elsewhere.

Language Center at the UA

The UA/IPA Language Center commenced operations on a limited basis in January 2022. In Spring Semester 2022 several activities took place such Papiamentu Level 1 lessons for international students, weekly lessons for improvement of Dutch conversational skills for students and staff and weekly lessons for improvement of English writing skills for students and staff.

In Summer 2022:

-The Language Center, together with the Center for Lifelong Learning at the UA, organized the two -week 'Zomerschool Nederlands' in July 2022. The course was co-taught by Kitty Leuverink (remotely from the Netherlands) and Kitty Groothuijse, in-person at the UA. Payment to Ms. Leuverink for her services came from the fee charged to participants, and Ms. Groothuijse's contribution to the course was ad-honorem, resulting in a small profit for Language Center for this course.

Aruba College Fair

The non-profit organization Aruba College Fair Foundation (ACFF) organizes bi-yearly college fair where UA also participates. At this college fair, educational institutions from different European countries, Caribbean, Canada, United States and Latin America are present. Next to the educational institutions, there are also companies that can advise students about their career possibilities in Aruba. This year, the Aruba College Fair took place in November 2022 in the Renaissance Convention Center in Aruba. Financial support was given from OCW funds for the organization of this event.

Shoco Wellness Project: Mental Health & Wellbeing for Students in Higher Education in Aruba (2022)

Shoco Wellness provides a program of mental health and wellbeing services based on an integrated approach to mental health and wellbeing (see figure below).



Shoco Wellness integrated approach to mental health and wellbeing

The program has been serving the student population of the UA and IPA since Sept. of 2019. Shoco Wellness offers services along a continuum of three intervention services: 1) Awareness raising and prevention; 2) Coaching and counseling; and 3) Curative intervention. The goal of these services is to help students avoid premature drop out, to succeed in their studies, and ultimately, to flourish. Flourishing is a psychological state defined as experiencing no significant distress nor significant impairment in body, mind and spirit. A person is able to cope with normal stresses of life, being able to work productively and fruitfully and being able to contribute to the community.

Service level 1: Awareness Raising and Prevention

In the calendar year of 2022, a total of 9 one-hour online workshops were offered to all UA and IPA students. These 1-hour workshops covered the following themes: self-awareness, self-regulation, personal effectiveness skills, motivation effective academic skills. These workshops were recorded and an updated list of YouTube links were provided to all UA and IPA students by email. During this calendar year, there was a total of 270 registrations for the 9 workshops in 2022. In addition, there was a two-part series workshop on “Self-love and Compassion” that had 22 registrations.

During the calendar year of 2022, Shoco Wellness offered 5 different support groups that each met for 5 sessions of 1.5 – 2 hours each. A group therapy for grief recovery was offered twice. A trauma support group for women was also offered twice and a LGBTQIA+ support group also took place. The support groups had a limit of 8 or 9 students that could register. As a result, 27 students (in total) actually participated in these 5 support groups.



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

In the calendar year of 2022, the Shoco Wellness Coaching and Counseling Network expanded and now includes a total of twelve licensed psychologists and four professional coaches. Coaching and counseling sessions were provided to UA and IPA students in two formats: online as well as face-to-face. Students received a maximum of five coaching or counseling sessions free of charge to them. An additional walk-in counseling service was piloted this year to allow students more immediate access to meet with a psychologist on premises. This walk-in service on appointment was provided every Monday from 5.30 – 7.30 pm. A total of 16 students made use of this service from February to November.

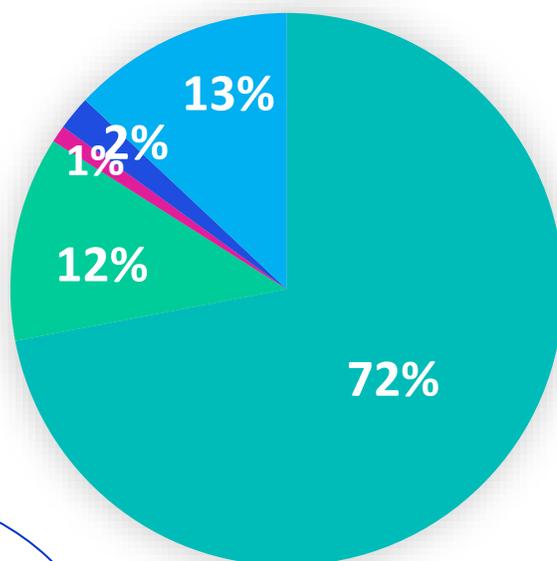
In the calendar year of 2022, there were 68 applications from UA students for coaching and counseling services. Of the total UA student population of 734 in 2022 that amounted to 9%. Shoco Wellness was also able to facilitate referral to curative intervention to a small number of this percentage of students.



Business Operations

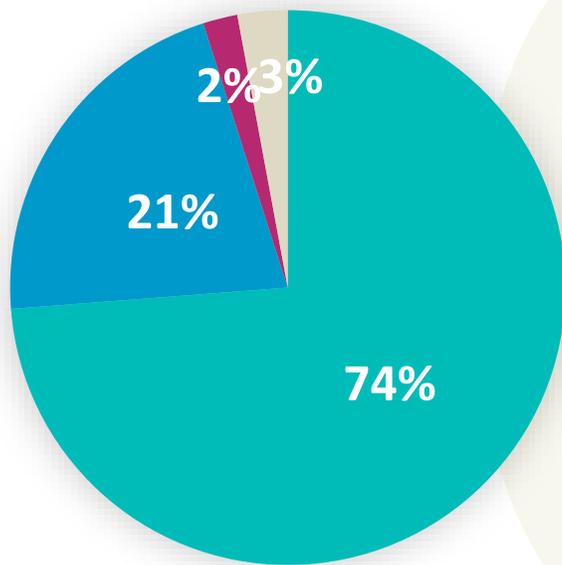
Finance

The UA operated at a surplus of AWG 363 thousand in the year 2022 (2021: surplus of AWG 1.496k) and net cash Inflow of AWG 2.034 thousand (2021: cash inflow of 254k).



Income UA 2022 AWG 15.9 mln

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

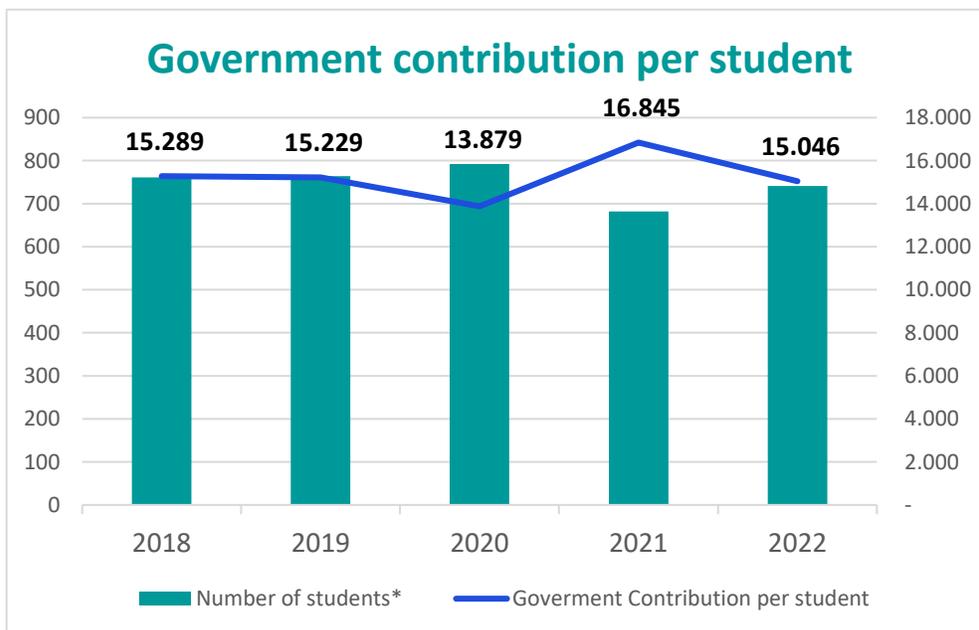


Expenses UA 2022 AWG 15.6 mln

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

Government contribution:

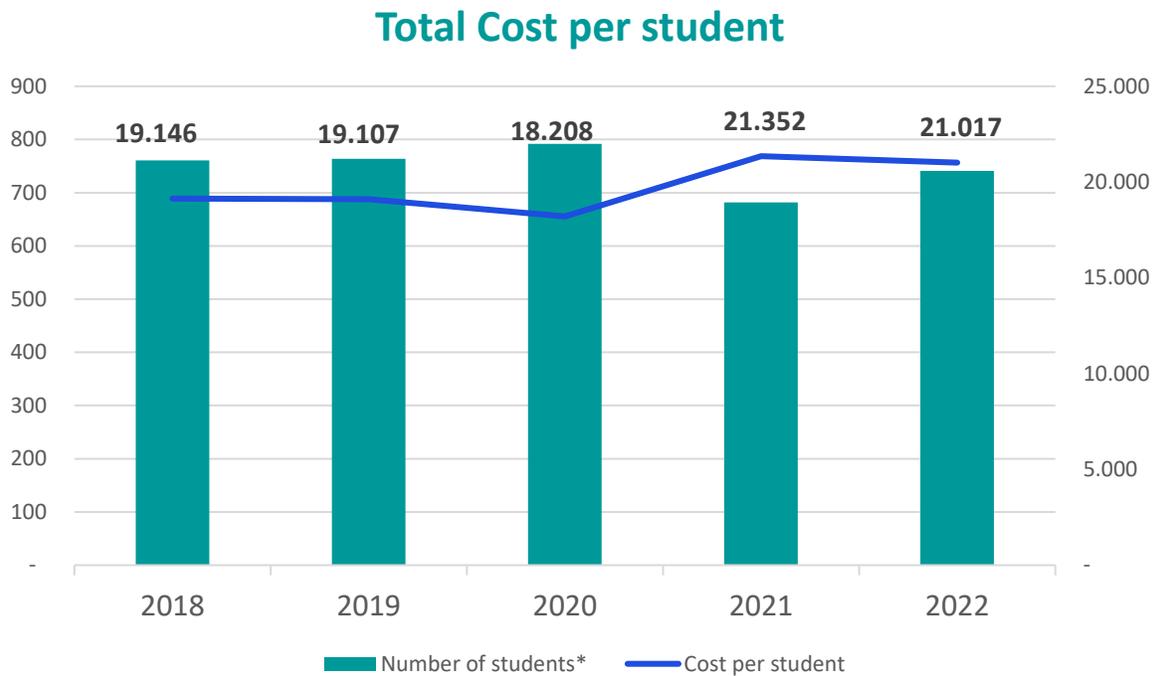
UA is financed mainly by the contribution from the government of Aruba. Over the years, UA has seen increasing number of students and therefore the government funding per student became gradually less. In 2022, the government contribution per student stayed the same as 2021 level.



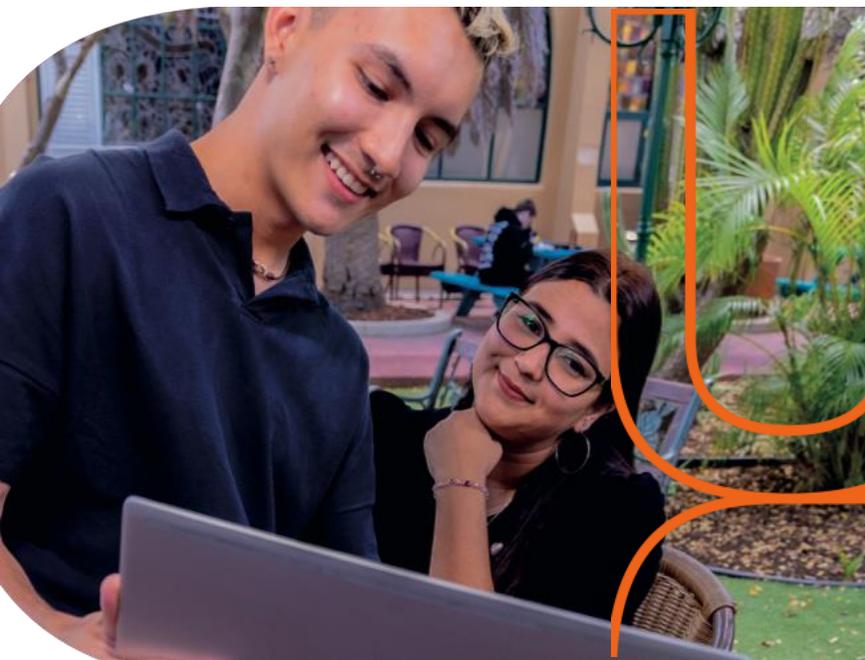
**Number of active students to regular programs, excluding course student and excluding international exchange students
Chart 'Government contribution per student' above represents simplified calculation of total government contribution divided by number of active students. It does not take into account portion of government contribution that is dedicated for purposes other than education.*

Cost per student:

Average total cost per student has been declining up to 2020, as of 2022 it increased back to the level of 2017 due to lower number of students and higher cost of start-up phase of the SISSTEM program.

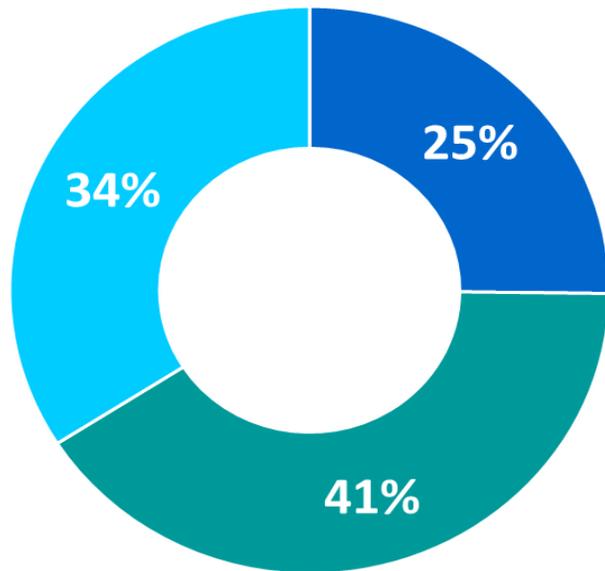


**Number of active students to regular programs, excluding course student and, excluding international exchange students Chart 'Total cost per student' above represents simplified calculation of total expenses of the UA divided by number of active students. It does not take into account portion of expenses that are unrelated to education.*



Personnel:

As of 31 December 2022, UA had 85 full time employees (2021: 85) and 50 part-timers (2021: 41). The composition of academic vs. support staff shown in the overview below.



UA Personnel 2022

- Support Staff- (2021:28%)
- Academic Staff - Permanent (2021: 43%)
- Academic Staff - Part-time (2021:29%)

Permanent Staff

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

	Start of 2022	Starters	Leavers	End of 2022
	85	11	11	85
SISSTEM		2	3	
UA		9	8	

Changes:

Senior Researcher FDR	1	2	Academic
Senior Researcher SISSTEM	1	1	Academic
Junior Researcher SISSTEM	1	1	Academic
Teacher FDR	1	1	Academic
Teacher FAS	1	3	Academic
Teacher FEF	4	2	Academic
Educational Specialist CQA	1	0	Academic
Coordinator Facility Management	1	-	Non-academic
HRM Administrator	1	1	Non-academic
HRM Manager	-	1	Non-academic

* Changed status Full-timer / Part-timer

QUALITY ASSURANCE AT THE UA



Quality Assurance

The Center for Quality Assurance is tasked with activities of planning, developing, coordinating, supporting monitoring the direction and implementation of UA quality improvement and innovation initiatives at the programmatic, as well as institutional level. CQA is the UA contact for Accreditation Agencies and other external auditing bodies and coordinates quality assurance site visits to the UA. In the reporting year of 2022 CQA accomplished its tasks with a full-time coordinator, fulltime senior educational specialist and a team of external professional academic education specialists. Three education specialists from Holland and one from Bonaire provided expertise in curricular renewal and strengthening of 4 bachelor programs in preparation of re-accreditation: FEF, FDR and the FAS. Strengthening faculty teaching capacity through faculty development was a strong focus in 2022.

The design, development, and implementation of professional certification programs for our teaching staff as well as professional staff was a result of strong and intensive collaboration between an external team of educational specialists from Bonaire and Aruba as well as with colleagues from professional units within the UA, specifically IT, OEA and HR.

As a result, CQA was able to develop and roll out the following three professional development certificate tracks: BKE (Basis Kwalificatie Examinering); BKT (Basis Kwalificatie Technologie); and BKO (Basis Kwalificatie Onderwijs). In addition, CQA in collaboration with the University of Curacao also offered the TOBO (Toetsing en Beoordeling in het Hoger Onderwijs) specifically designed for part-time lecturers in Higher Education.

BKE (Basis Kwalificatie Examinering)

The BKE, a three-month program (31 March – 9 June 2022) was offered in the Dutch language as a pilot program designed specifically for exam committee members of the four faculties. Of the first cohort of a total of 16 full-time lecturers, 13 completed their certification successfully.

After an evaluation of this pilot a second revised version was developed as an English translation for the UA English speaking lecturers. The English version program (Sept. 16 – Dec. 1) started with a cohort of 10 full-time lecturers and has been evaluated for certification in Jan. 2023.

BKT (Basis Kwalificatie Technologie)

Through a collaboration with the IT Dept. a BKT series of three parts was developed to ensure that all teaching staff have the competencies necessary in order to competently utilize the UA technology (hardware as well as digital platforms and packages) as tools for enhancing teaching at the UA. The BKT series offers three levels: Basic, Advanced and Plus. Following each successive BKT level in the series successfully leads to a professional certificate of completion. In addition to teaching staff, non-teaching staff are also expected to complete the BKT Basic. The BKT Basic was piloted in the later part of the year from Aug. 29 – Nov. 2. An average of 46 teaching and professional staff members attended the BKT Basic sessions online.

All 7 online sessions were recorded and will be provided to current as well as future UA staff.

BKO (Basis Kwalificatie Onderwijs)

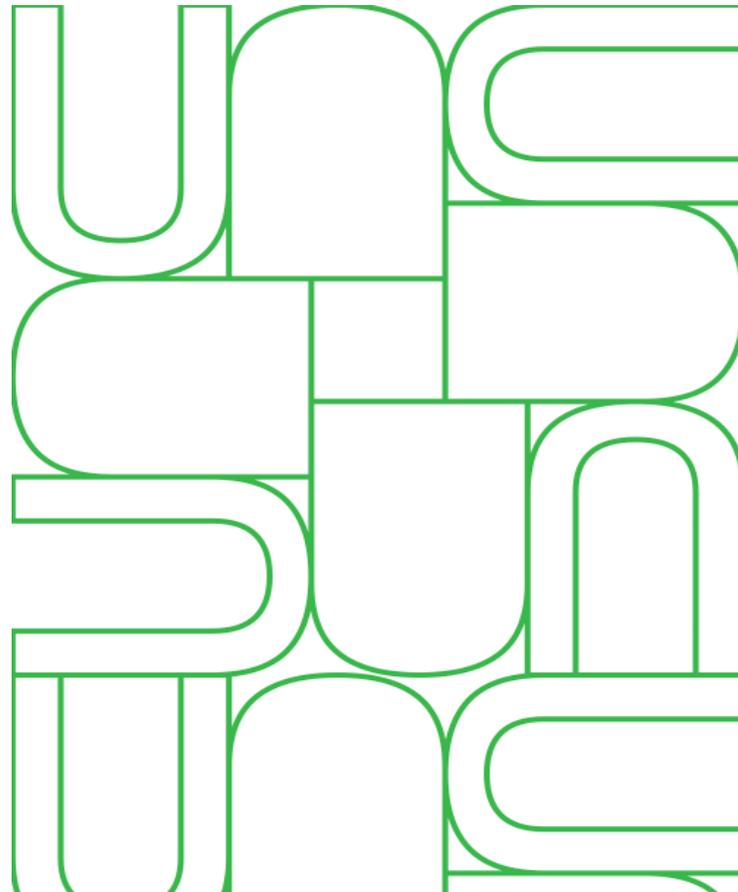
A design team of educational consultants (Costa Rica, Aruba and Suriname) created a certificate program in the Dutch language focused on the strengthening of four key university teaching competencies: designing education, organizing education, implementing education, coaching and supervising, and evaluation. This program started with intake evaluation interviews of 18 participating full-time lecturers in December.

TOBO (Toetsing en Beoordeling in het Hoger Onderwijs)

For the first time eleven UA part-time lecturers joined the TOBO facilitated by the University of Curacao. This program that was provided in the period of May 3 – June 28 was offered online to all participants. There was a total of 8 graduates ended up being certified. The 2022 focus on curriculum renewal of programs offered, preparation for accreditation, and faculty development are guided by the pursuit of quality as formulated by the Inter-faculty Quality Meeting (IFQM) representatives since 2016 has been:

“Quality is do what you say as best as you can, continuously improve it, and be transparent about it”.

BKE Graduation Ceremony, Sept. 23 2022





Facilities and Infrastructure

UA continued investing in hardware and software to provide the best tools possible and IT security on and of premises. In 2022 the following developments occurred in the area of Facilities and Infrastructure:

- IT department improvement of CEC Building for a more functional UA space:
 - Classroom: Installation of 3x TVs, PTZ cameras (front & back), desktop computer for Zoom/ Google meet, and Wi-Fi coverage
 - Canteen: Wi-Fi coverage
- Wi-Fi expansion inside the LSB area. The IT Department will continue to monitor and test other areas for further expansion.
- The IT Department purchased “creatrix”, a new scheduling software. This software is being administered by the OEA Department.
- Roll-out laptops to O&C employees. This will empower working at home, working remotely and create more efficiency
- The IT department started the process for a new print system and will continue in 2023. The replacement is scheduled in July - August of 2023.
- A link between OSIRIS and Stone (Moodle) has been set up. Starting in 2023, we will begin a test phase in which users will be able to access the platform using Moodle.
- The ground floor of the CEC was redesigned for additional classrooms, office space and a lunch room.
- The UA made improvements on maintenance of the gardens, repairing cracks in the stairs, and applying anti slip coating to the corridor of LSB 2nd floor.
- Improvement on overall safety & fire safety e.g., Basic Safety Training for FMD and IT department.
- Created a more detailed and in-depth cleaning schedule improving the quality of cleanliness.
- Improved on security with new security app.

Sustainability on LSB campus

Building on initiatives of the past, in 2022, UA has continued to keep sustainability in the background of its decisions in the area of own campus and facilities:

Reducing paper & electricity consumption

In the past years UA has taken steps to eliminate paper consumption by installation of a new printer system and digitalization of the majority of its administration processes also driven by pandemic and necessity to work remotely. These steps have resulted in a significant reduction of paper usage since 2019. In 2022 paper usage further dropped by 4% compared to 2021. UA has started using recyclable utensils and dishes, and continued with installation of energy-efficient LED bulbs.

Over the past several years, UA has taken steps to reduce long term consumption of electricity by gradually replacing the older air conditioning systems with more efficient inverter systems. In 2022 electricity cost has increased with 9% versus 2021 which can be attributed to:

- 1) Use of additional space in CEC building (+4.9%)
- 2) Price increase on average fixed charge per KWH (+8%)
- 3) UA average KWH consumption year on year (+3 %)
- 4) Offset by decrease due to leaving APEX building (-6.9%)

4%

Less paper
vs. 2021

9%

More electricity
cost vs. 2021

Sustainability initiatives in 2022:

- UA rented an electric car that is meant for guest lecturers. Previously UA had gasoline car for guests, lease ended and we decided to go green.
- UA installed electric car charging station at its parking lot
- In 2022, a new initiative was introduced to computer screensavers that aimed to conserve energy by automatically activating when the computer is not in use.
- In 2022 UA created plans for solar panels to be installed in 2023

UA Solar-panel project

To become more sustainable and energy efficient, the University of Aruba (UA) is preparing to install solar panels on part of their current roof structure. The University of Aruba's next move towards offsetting their electricity expenses involves generating their own electricity.

The University of Aruba also closely monitors their energy consumption and consistently seeks out new and innovative ways to reduce it. Overall, the University of Aruba is committed reducing its environmental footprint and promoting a more sustainable future.

University of Aruba Clubs

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

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

UA Sport team

Everyone is invited to join the sports group. We also promote different sports such as basketball, kickball, football, softball, and volleyball.

Noctua

Noctua is a part of the FHTMS Faculty that organizes events, helps during UA open day, volunteering and helps with fundraising events.

Leo Club Delta Aruba

The club started with a small group of like-minded individuals who had a strong passion to give back to the community and wanted to build an organization that can give more youths the opportunity to serve and to develop themselves into future leaders within our community.

Aruba Investment Study Club

The Aruba Investment Study Club University of Aruba (AISCUA) has existed since 2008. The goal of the AISCUA is to learn investing by doing. AISCUA has organized several activities 2022, including events 'Bitcoin: Opportunities for Aruba' and 'Strategically Managing Your Taxes When Financing Your Real Estate Investment Through Debt'.

Kiwanis Circle K of the UA

Circle K is a compromise of college and university students who are responsible citizens and leaders with a lifelong commitment to community service worldwide. As a collegiate organization, Circle K holds the promise of today's students becoming tomorrow's leaders.

Debating Society of the University of Aruba

The Debating Society of the University of Aruba was founded on November 24, 2005, and is the platform and promoter for free speech, debate, and discussion at the University of Aruba.

UA Toastmasters Club

The University of Aruba Toastmasters Club (UATC) offers a unique opportunity for individuals to improve their public speaking, communication, and leadership skills in a supportive and positive learning environment.



MOU's

In 2022 UA signed Memorandums of Understanding for collaboration and cooperation with the following organizations:

Metabolic foundation

The UA and Metabolic Foundation signed an MoU to collect and analyze environmental data. The Metabolic Foundation (in Aruba) empowers community-driven development through open source solutions, makerspaces, and plastic recycling. The two organizations have collaborated in the past, with Metabolic providing part-time lecturers and UA supporting its plastic recycling program. Under the renewed MoU, they will continue to work together on research projects and co-author publications.



ACEF

Aruba Circular Economy Foundation (ACEF) and UA have formed a partnership to promote cooperation and increase scientific knowledge development and innovation for a sustainable, circular economy in Aruba. ACEF's goals are to create awareness, promote research and innovation, simulate cooperation, support entrepreneurship, and contribute to Aruba's sustainable development goals. UA's FEF faculty aims to act as a catalyst for sustainable development, generate and share knowledge, build networks and cooperation, train professionals, and sustainably develop and simulate the Aruban economy.



United Farmers

United Farmers Aruba (UFA) is an association for both large and small scale farmers on Aruba. The purpose is to collaborate in gathering and analyzing data on food security, climate change resilience, economic diversification, and sustainability in the primary sector. The areas of interest include developing food security and climate-change resilient food systems, economic diversification through the primary sector, and sustainable business practices. The partnership outlined in the MOU will last for a period of 3 years. UFA is also interested in supporting UA-research for the benefit of sustainability in the primary sector.



Impact Hub Aruba

The Impact Hub Aruba is a catalyst for entrepreneurial and impactful action, part of the Impact Hub global network. MoU aims to promote business diversity and simulate entrepreneurship in Aruba within the UN SDGs. Business incubation initiatives support the development of SMEs and start-ups, with the goal of producing successful and financially viable firms. The concept for business incubation in Aruba is to turn the island into a 'Business Incubation Island', where physical and digital initiatives strengthen each other to simulate the economy.



Island States Conference

The UA has agreed to partner with the University of Prince Edward Island (UPEI) to co-host the 2nd International Conference on Small Island States and Subnational Island Jurisdictions, Island States/ Island Territories: Climate Change, Social Change, and Islandness. The conference will take place at the UA in October 2023.





**Financial
statements
2022**

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INCOME STATEMENT

For the year ended 31 December 2022

(All amounts in Afl.)

	Notes	2022	2021
Revenue			
Contribution from the Government of Aruba		11,488,000	11,488,000
Tuition, exam and sign-in fees		1,811,796	1,959,552
Course fees		122,671	148,482
Income from sale of books		288,597	274,374
Rental income		15,096	5,675
Income from projects	(4)	2,093,705	2,106,589
Other income		<u>100,833</u>	<u>74,623</u>
Total Revenue		15,920,697	16,057,296
Operating Expenses			
Personnel expenses	(5)	11,489,631	10,548,805
General and administrative expenses	(6)	3,148,442	3,020,915
Depreciation	(9)	313,014	490,184
Other expenses	(7)	<u>414,668</u>	<u>472,348</u>
Total Expenses		15,365,755	14,532,252
Financial income and Expenses	(8)	(15,877)	(8,718)
Finance costs	(8)	<u>38,496</u>	<u>37,677</u>
Total Financial income and Expenses		22,619	28,959
Net surplus for the period		<u>532,324</u>	<u>1,496,084</u>

BALANCE SHEET

As at 31 December 2022

(All amounts in Afl.)

ASSETS	Notes	2022	2021
Non-current Assets			
Property, Plant & Equipment	(9)	<u>2,262,955</u>	<u>2,052,152</u>
Total non-current assets		2,262,955	2,052,152
Current Assets			
Inventory		65,441	48,352
Receivables from exchange transactions	(10)	633,548	615,784
Receivables from non-exchange transactions	(11)	-	554,755
Prepayments	(12)	367,027	217,880
Cash and cash equivalents	(13)	<u>8,543,526</u>	<u>6,509,237</u>
Total current assets		9,609,542	7,946,008
TOTAL ASSETS		<u>11,872,498</u>	<u>9,998,160</u>

BALANCE SHEET

As at 31 December 2022

(All amounts in Afl.)

LIABILITIES	Notes	2022	2021
Equity			
Contributed initial capital		1,464,193	1,464,193
Accumulated result		4,619,181	3,657,690
Reserves	(14)	<u>1,485,000</u>	<u>1,485,000</u>
		7,568,374	6,606,883
Non-Current Liabilities			
Provisions	(15)	774,658	653,477
Current Liabilities			
Payables under exchange transactions	(16)	1,121,581	978,468
Payables under non-exchange transactions	(17)	1,130,638	573,260
Deferred income on tuition		888,524	818,562
Pension payables		172,104	142,481
Wage taxes and social security premiums	(18)	<u>216,618</u>	<u>225,030</u>
		3,529,465	2,737,800
TOTAL LIABILITIES		<u>11,872,498</u>	<u>9,998,160</u>

STATEMENT OF CHANGES IN EQUITY

For the year ended 31 December 2022

(All amounts in Afl.)

	Contributed initial capital	Accumulated result income statement	Reserves	Total
Balance as at 31 December 2021	<u>1,464,193</u>	<u>3,657,690</u>	<u>1,485,000</u>	<u>6,606,883</u>
Correction prior years		429,167		429,167
Net surplus/(deficit) for the period		532,324		532,324
Additions to Reserves	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Balance as at 31 December 2022	<u><u>1,464,193</u></u>	<u><u>4,619,181</u></u>	<u><u>1,485,000</u></u>	<u><u>7,568,374</u></u>

CASH FLOW STATEMENT

For the year ended 31 December 2021

	<u>2021</u>	<u>2020</u>
Cash Flow from operating activities		
Net surplus/(deficit) for the period	1.488.399	756.800
Depreciation & Amortization	466.546	325.697
Changes in provisions	158.157	386.728
Decrease/(increase) in Inventory	(8.527)	13.144
Decrease/(increase) in Receivables and Prepayments	(320.831)	(253.676)
Increase/(decrease) in short-term liabilities	<u>(1.143.866)</u>	<u>500.753</u>
Net Cash Flow from operating activities	639.876	1.729.446
Cash Flow from Investing activities		
Additions to the Property Plant & Equipment	<u>(385.856)</u>	<u>(193.315)</u>
Net Cash Flow from Investing activities	(385.856)	(193.315)
Net increase/decrease(-) in Cash and cash equivalents	<u>254.021</u>	<u>1.536.131</u>
Cash and Cash equivalents per 1 January	6.255.216	4.719.085
Cash and cash equivalents 31 December	6.509.237	6.255.216

NOTES TO THE FINANCIAL STATEMENTS

1 General information

University of Aruba

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

Financial book year

The book year is from 1 January 2022 until 31 December 2022.

Foreign currency conversion

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

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

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

€ 1 = Afl. 1.93 (previous year Afl. 2,04)

Number of employees

The number of employees per the balance sheet date 31 December 2022: 85 full time and 50 part-time (2021: 85 full time and 41 part-time).

Campus

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

Approval of the Financial statements

The financial statements were approved by the Board of Trustees on July , 2023.

2 Summary of significant accounting policies

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

Basis of preparation

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

Revenue recognition

Revenue from non-exchange transactions

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

Revenue from exchange transactions

1. Rendering of services

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

2. Sale of goods

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

Personnel cost

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

Cost of goods and services

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

Summary of significant accounting policies continuation

Pension premiums

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

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

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

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

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

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

Summary of significant accounting policies continuation

Property, plant & equipment

All property, plant and equipment are stated at cost less accumulated depreciation and impairment losses. Land is stated at cost and is not depreciated. Cost includes expenditure that is directly attributable to the acquisition of the items. Repair and maintenance costs are recognized in the income statement as incurred. Where an asset is acquired in a non-exchange transaction for nil or nominal consideration the asset is initially measured at its fair value.

Depreciation on assets is charged on a straight-line basis over the useful life of the asset. Depreciation is charged at rates calculated to allocate the cost or valuation of the asset less any estimated residual value over its remaining useful life:

Buildings and Land: 40 years

Container units: 20 years

Renovations: 10 years

Furnitures and Fixtures: 5 years

Electronic equipment: 4 years

Software: 3 years

Capitalization criteria

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

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

Correction of depreciation and recognition of Land

In 2022, UA has capitalized the Land in the non-current assets. UA owns the land on which its premises reside. When UA received the land in 1988 in the value of AFL 500.000, the land has been recognized on its balance sheet as part of the building and depreciated over the useful life of 40 years. This error has only been noted during 2022, as such UA has reversed the depreciation and reclassified the initial cost of the land to a separate asset class. The reversed depreciation of AFL 429.167 has been booked to 'result of prior year' in equity. Comparative figures of 2021 have not been restated.

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.

Summary of significant accounting policies continuation

Long-term liabilities

Provisions

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

Short-term liabilities

Short term liabilities are valued at the nominal value.

3 Donations

In 2019 UA received AFL 14.250 in donations from Aruban companies for publishing of book 'UA at a glance' that was initially to be published in relation to the 30 years anniversary of the UA. Due to pandemic, however, the production of this book has been postponed and UA will publish this book in 2023 in connection to its 35th anniversary. These donations have been for now included in the current liabilities and the funds are considered restricted cash.

4 Income from projects

	2022	2021
EU: SISSTEM project	1,705,127	1,628,235
Erasmus+	228,895	298,168
Other projects	159,683	180,187
	2,093,705	2,106,589

5 Personnel expenses

	2022	2021
Wages and Salaries	8,528,617	7,917,119
Allowance Board of Trustees	99,300	86,551
Social security and Public health insurance	1,391,344	1,312,710
Pensions	855,978	778,256
Costs for teachers at other educational institutions	307,644	307,541
Training and Education	49,346	14,390
Staff recruitment	9,394	13,804
Allowance unused vacation days	65,953	(18,516)
Relocation expenses new staff	137,870	83,281
Other	44,185	53,669
	11,489,631	10,548,805

6 General and administrative expenses

	2021	2020
Building and maintenance	659.481	741.564
Security	152.693	159.989
Utilities and office supplies	284.088	307.362
Lease of office space and machines	218.211	533.738
Software and Licences	346.449	360.602
Advertising and Promotion	131.619	139.756
Books, educational resources and subscriptions	572.420	521.448
Catering, amusement and representation	83.608	52.818
Travel	263.381	158.265
Quality assurance	120.959	10.928
Consulting and advisory fees	163.326	38.079
Legal fees	4.460	56.453
Other	4.884	151
	3.005.579	3.081.154

7 Other expenses

	<u>2021</u>	<u>2020</u>
Student activities	89.435	50.676
Addition provision for bad debt	903	(41.487)
Project cost	76.300	55.623
Cost Erasmus+	279.180	121.439
Other	7.543	4.209
	<u>453.360</u>	<u>190.460</u>

8 Financial income and Expenses

	<u>2022</u>	<u>2021</u>
Interest income deposit accounts	(15,877)	(8,718)
Bank charges	35,509	34,931
Gain/Loss on foreign exchange transactions	2,987	2,746
	<u>22,619</u>	<u>28,959</u>

8 Financial income and Expenses

	<u>2021</u>	<u>2020</u>
Interest income deposit accounts	(8.718)	-
Bank charges	34.931	32.982
Gain/Loss on foreign exchange transactions	2.746	7.108
	<u>28.959</u>	<u>40.090</u>

9 Property, Plant & Equipment

	Buildings	Land	Furniture and Fixtures	Electronic equipment	Software	Leasehold improvements	Total
Net book value at 1 January 2022	1,672,407	0	50,590	326,616	2,539	-	2,052,152
Additions	16,849	-	-	60,046	-	17,755	94,650
Disposals	-	-	-	-	-	-	-
Correction opening balance	(500,000)	500,000		512			512
Depreciation	(108,635)	-	(31,040)	(169,875)	(2,058)	(1,302)	(313,014)
Net book value at 31 December 2022	1,509,171	500,000	19,550	217,300	481	16,453	2,262,956
At 1 January 2022							5,482,948
Cost price	3,571,900	-	825,231	1,079,643	6,174	-	(3,430,797)
Accumulated depreciation	(1,899,494)	-	(774,641)	(753,027)	(3,635)	-	
Net book value at 1 January 2022	1,672,407	-	50,590	326,616	2,539	-	2,052,152
At 31 December 2022							
Cost price	3,088,748	500,000	825,231	1,139,690	6,174	17,755	5,577,598
Accumulated depreciation	(1,579,578)	-	(805,681)	(922,389)	(5,693)	(1,302)	(3,314,642)
Net book value at 31 December 2022	1,509,171	500,000	19,550	217,300	481	16,453	2,262,956

10 Receivables from exchange transactions

	2021	2020
Receivables from tuition, exam and registration fees	570.680	596.361
Receivables from employee portion of pension premiums	2.146	5.825
Deposits	11.158	69.853
Other receivables	31.800	112.366
	615.784	784.406

11 Receivables from non-exchange transactions

	2021	2020
Receivable from the Government of Aruba	496.992	-
Receivable SISSTEM project	57.763	-
	554.755	-

12 Prepayments

	2021	2020
Prepaid travel expenses	10.183	9.215
Prepaid contributions/subscriptions	243.825	180.169
Other prepaid expenses	935	130.860
	254.942	320.244

13 Cash and cash equivalents

	2022	2021
Current account Aruba Bank NV.	6,594,514	4,450,754
Deposit accounts Aruba Bank NV.	1,824,596	1,808,718
OCW Restricted fund Aruba Bank NV.	123,370	249,094
Petty Cash	1,045	671
	8,543,526	6,509,237

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. 1.279.535 (2021: Afl. 742.238) as following:

- AFL 79.781 (2021: 183.496) 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 15.573 (2021: 16.431) which are funds collected and raised by the students and the faculty to be used on educational field excursions abroad.
- AFL 314.718 (2021: 204.799) of Erasmus+ grants which can only be used in line with the Erasmus agreements.
- AFL 563.204 (2021: 90.000) of Heritage funds which can only be used in line with the agreement with the donor.
- AFL 306.258 (2021: 337.511) 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 their originator.

Furthermore, UA bank balances include AFL 1.485.000 (2021: AFL 1.485.000) equity reserves: funds committed to projects (see note 14 and note 19).

14 Equity

Contributed initial capital

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

15 Reserves

	<u>2021</u>	<u>2020</u>
SISSTEM project resilience reserve	1.155.000	-
National Research Center reserve	330.000	-
	<u>1.485.000</u>	<u>-</u>

In 2022, UA has committed AFL 1.000.000 out of SISSTEM project reserve to build SISSTEM Laboratory building in joined project with the Government of Aruba. This commitment to the EU and UNDP has been made to ensure successful finalization of the Maria Convent renovation agreement with the contractor.

16 Provisions

	<u>2022</u>	<u>2021</u>
Cost of living allowance ('duurtetoelag')	68,776	82,048
Major reparation and maintenance fund	705,882	571,429

774,658 **653,477**

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.

17 Major reparation and maintenance fund

Opening balance 1.1.2021	400.000
Additions	171.429
Closing balance 31.1.2021	571.429

Major reparation and maintenance fund has been created in 2020 for the upcoming roof renovation that is planned to be executed from 2024 and the expected cost of this renovation is Afl. 1 million.

18 Payables under exchange transactions

	2021	2020
Accounts payable	301.027	200.167
Accrued expenses	89.120	43.212
Holiday allowance	143.993	137.609
Accrual unused vacation days	194.685	213.201
Other liabilities	232.187	125.793
Asset retirement obligation	-	60.750
	961.012	780.732

19 Payables under non-exchange transactions

	2021	2020
Erasmus +	204.799	479.395
Educational field trips student fund and faculty projects FEF	18.709	19.114
Educational field trips student fund and faculty projects FHTMS	27.740	30.301
Educational field trips student fund and faculty projects FAS	5.090	143.130
OCW Funds	183.496	845.945
EDF Funds: SISSTEM	-	267.545
ZonMw research projects	79.675	-
Heritage donation	53.750	-
	573.260	1.785.430

In December 2018, the Ministry of Education of Aruba signed a cooperation agreement with the Ministry of Education, Culture and Science of the Netherlands on stimulation of the local students to study in the Caribbean region. Projects' execution began in 2019 with remaining funds per 31 Dec 2022 of AFL 79.781 which are strictly to be used on projects as defined by this agreement.

20 Wage taxes and social security premiums

	2021	2020
Payroll tax payable	59.915	70.774
AOV/AWW payable	96.648	93.226
AZV payable	68.467	65.385
	225.030	229.385

21 Contingent events and obligations

Lease and rental contracts and other agreements with an obligation: The University has various long-term agreements. The amounts to be paid in the future under these agreements as at 31 December 2022 are as follows:

	Within 1 year	Within 5 years
Subscription Database Academic Collection	74.673	74.673
Subscription Research Methods	20.870	20.870
Subscription Academic Journals Collection	29.034	29.034
Subscription Database Social Work Abstracts	1.500	1.500
ERP Software	82.541	82.541
Rent Faculty Space	123.900	123.900
Waste Disposal Services	744	744
International Academic Collaboration	307.696	615.391
License Academic Journals and Books	23.746	23.746
Cleaning Services	92.988	92.988
Lease Cars	28.980	78.488
Subscription Legal Resources Database	29.369	29.369
Business Insurances	16.642	16.642
Lease Printers	35.708	35.708
Security Service	151.769	164.416
Student Administration Software	81.118	81.118
Library Management Software	21.538	21.538
Service Management Software	7.623	7.623
Qualitative Data Analysis Software	11.072	11.072
Maintenance Airconditioning	6.222	6.222
Course Evaluation Software	7.218	5.938
SDU Library Database	4.951	4.951
Alarm Services	7.132	7.132
Internet	16.718	22.291
Webmaster services	5.936	5.936
Writing Software	1.343	3.133
Statistical Software Platform	25.517	25.517
Hosting learning environment	3.691	3.691
Zoom software	8.281	8.281
Library Database JSTOR	5.616	5.616
Internet failover	4.493	4.493
Ebooks streaming platform	11.883	11.883
Plagiarism protection software	2.840	18.130
Scheduling software	7.800	39.720
Legal Library Database	3.855	11.565
Legal Consultancy	212	754
Educational and accreditation advisory	108.720	54.360
	1.373.940	1.750.975

In 2022, UA has committed AFL 1.000.000 out of SISSTEM project reserve to build SISSTEM Laboratory building in joined project with the Government of Aruba. This commitment to the EU and UNDP has been made to ensure successful finalization of the Maria Convent renovation agreement with the contractor.

22 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:

	<u>2021</u>	<u>2020</u>
Receivables		
Government of Aruba	711.301	231.645
Provision for receivables with Government of Aruba	<u>(210.834)</u>	<u>(231.645)</u>
Net receivables	<u>500.467</u>	<u>-</u>
Revenue		
Government of Aruba	11.488.000	10.992.000
Personnel expenses		
Members of the Board of Trustees and Rector	237.889	220.282

The Board of Trustees consisted of 6 members at year-end 2022 (2021: 5 members).

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

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

INDEPENDENT AUDITOR'S REPORT

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

A. REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS 2022

OUR OPINION

We have audited the financial statements 2022 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, 2022, and of its statements of operations and cash flows for the fiscal year 2022 in accordance with the International Public Sector Accounting Standards (IPSAS).

The financial statements comprise:

- 1 the balance sheet as at 31 December 2022;
- 2 the statement of operations for the year 2022;
- 3 the cash flow statement for the year 2022; and
- 4 the notes comprising a summary of the accounting policies and other explanatory information.

BASIS FOR OUR OPINION

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

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

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

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

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

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

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

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

C. DESCRIPTION OF RESPONSIBILITIES REGARDING THE FINANCIAL STATEMENTS

RESPONSIBILITIES OF BOARD OF TRUSTEES FOR THE FINANCIAL STATEMENTS

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

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

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

OUR RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

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

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

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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

Our audit included e.g.:

- ❖ Identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- ❖ Obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control;
- ❖ Evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures;
- ❖ Concluding on the appropriateness of Board of Trustees use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a company to cease to continue as a going concern;
- ❖ Evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
- ❖ Evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Plusaccountants N.V.

Eagle, Aruba

September 16, 2023



Original is signed by Anthony G. Croes RA

Attachment: Detailed list of 2022 UA publications and contributions to conferences

Alofs, L., & Franken, T. (2022). Op weg naar Verduurzaming van Impact, een analyse van noden in de Nederlandse Cariben en van aangrijpingspunten voor een programmatische aanpak door de Samenwerkende Fondsen Cariben. Universiteit van Aruba, Institute for Good Governance & Leadership.

Alofs, L., m.m.v. Bant, J. en Franken, T. (2022). Het maakt uit waar je bibliotheek staat, Beleidsadvies aangaande kansen en uitdagingen bij de implementatie en de uitbreiding van de werkingsfeer van de Wet stelsel openbare bibliotheekvoorzieningen in het Caribisch deel van het Koninkrijk. Universiteit van Aruba, Institute for Good Governance and Leadership.

Bollen, C. en Hamers, J. (2022). Burgerlijk Wetboek van Aruba inclusief overgangrecht, Den Haag: Boom juridisch.

Bonnevalle-Kok, R. en Latour, V. (2022). Een onderzoek naar Arubaanse wetgeving en beleid in zake Forensisch Medisch Onerzoek (FMO) in geval van kindermishandeling en gewelds-en zedenmisdrijven tegen minderjarige; een rechtsvergelijkend onderzoek tussen Nederland en Aruba" in Boom Strafblad 2022, nr. 6, pp. 228-231.

Bonnevalle-Kok, R. (2022). "Verjaring van oorlogsmisdrijven gepleegd in Nederlands-Indie, De wet van 1971 inzake de ophefing van verjaring oorlogsmisdrijven en misdaden tegen de menselijkheid in het licht van het NIOD-onderzoek naar de onafhankelijkheidsstrijd in Nederlands-Indie", in Nederlands Juristenblad 2022,6 mei, afl. 16, pp. 1266-1272.

Bonnevalle-Kok, R. Strafrechtelijke jurisprudentie van het EHRM, de HR en het GHvJ in: Caribisch Juristenblad 2022, nr. 1, pp. 52-61

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