



University of Belize



A Transformational Leap Vision 2022

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Chairman | G.A. Harrison Pilgrim

UB Board of Trustees

Members of the Board of Trustees (BOT)

Mr. Harrison Pilgrim (Chair), Dr. Sharmayne Saunders (Vice-Chair), Mr. Deryck Satchwell, Dr. Ramon Figueroa, Mr. Gaspar Martinez, Mrs. Michelle Lindo-Longworth, Mr. Lynn Young, Ms. Shyanne Perez, Mr. Jose Alpuche, Mr. Luke Palacio, Dr. Fred Shyu, Ms. Darlene Vernon, Mr. David Ruiz, Dr. Maxine McKay. Secretary of the BOT: Professor Emeritus Clement Sankat. Recording Secretary: Ms. Denise Robinson.

Chairman's Statement

Change is constant. All living things are in a constant state of change. But change can be pedantic, repetitive, often imperceptible from day to day.

Transformational change must be intentional, it must alter direction radically, affect outcomes and palpably improve effectiveness.

Radical change is driven by bold, inspired and assertive leadership. It becomes possible in an organization when policy direction, leadership intensity and manpower capacity are aligned and committed.

The Board of Trustees of the University of Belize is proud to be aligned with UB's 2017-2022 Transformational Plan. Enlightened, intentional discipleship transforms lives. UB has **change leadership** and committed disciples.

One African proverb states: "If you want to go quickly, go alone, if you want to go far, go together." Let's take UB to the next level TOGETHER.



President | Professor Emeritus Clement K. Sankat

BSc (UWI), MSc (UWI), PhD (Guelph), (Hon.) DLitt (UNB), FIAGR, CEng. FAPETT

Preamble

This is a moment of change at the University of Belize. A time to leap to another level. This Institution, as the National University, must fulfill its promise and with this the hopes and aspirations of thousands of young Belizeans, now and in the future, for a better quality of life through a University education and an experience that is fulfilling as it is memorable.

Successful Universities today are like many businesslike, winning enterprises – reaching out and responding, connecting with their stakeholders, being relevant as well as being responsible to their societies. Our “4 Rs” as I have dubbed it.

As you go through this SMART Plan, I hope you will discern the major elements of this leap – moving our taught programmes from principally Associate Degrees to Bachelors and Masters; creating new ones in the areas of the Sciences, Engineering, Health, Agriculture, Education, the Creative Arts, as in Business

and Entrepreneurship. We will be interrogating Belizean research questions through the initiation of Masters and Doctoral Degrees for exceptional students. Putting research and publication as a cornerstone of this University, thereby fostering a more scholarly and impacting University is a priority. We will tell Belize and the world what we do so that they will invest in our future. Maximising the potential of technological usage to reach out to Belize while creating efficiency is an important thrust. Our ecosystem at UB, including our infrastructure, will be “student and faculty/staff centred” as it is inspiring.

We will be creative, innovative and entrepreneurial, seeking out partnerships, all necessary for this to succeed. But all of Belize, Students/Parents/Guardians, the Government, the Business Sector, NGOs, and the International Community, must come to our support – the National University must be seen as a priority in this nation’s advancement, as without firstly the high level human talent, Belize cannot maximize its capability. Hence,

new financial injection into this university is the number one priority for us to succeed. A prerequisite that requires no new finances however is our thinking: that we must become a very well respected national university—locally, regionally, and in the global world we engage with. And hence change is inevitable.

Visioning and planning are critical to shaping a new future, and these first steps have now been accomplished by this UB Team. Thanks to all. But staying focused and execution have bedeviled us in the Caribbean, hindering our advancement. The UB over the next five years and beyond, will demonstrate to all, the capacity to be bold, not afraid to take measured risks, and to live this plan which energises us to execute and win.

I close with the wise Mayan words “If you change nothing, nothing will change”. I am adopting this as your President and once again, “Let Us Build UB Together”.

The Senior Management Team 2018



President
Prof. Clement Sankat



Vice President
Dr. Mariot Simon

Administration



Secretary Senior
Management
Denise Robinson



External Relations
Ewart Robateau



Finance
Sherlene Julien



Physical Plant
Francis Burns



Registrar
Rosa Pineda



FST
Julianne Pasos



FMSS
Dr. Bernard Watler



FNAHSW
Leolin Swift-Castillo



FEA
Dr. Nestor Chan

Deans & Directors



Public Safety
John Salam



Human Resources
Hertha Gentle



ICT
Abulaziz Sanderson



BDO
Arnulfo Kantun



Student Affairs
Dr. Jean Perriott



UB Toledo
Roy Polonio



ERI
Dr. Elma Kay



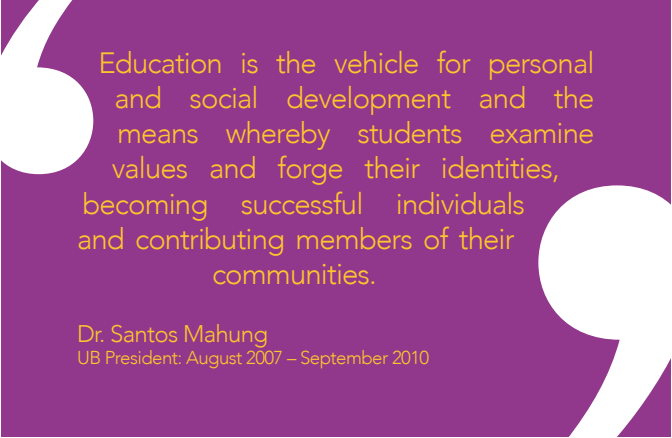
RLC
Jhon Florez



UB Central Farm
Dr. Gordon Holder

Vision

The intention is the transformation of the University as a recognized university in the region and as the premier degree-granting university in Belize, which is student-centred and which responds to the national development needs and priorities of the country and its aspirations of higher education.



Education is the vehicle for personal and social development and the means whereby students examine values and forge their identities, becoming successful individuals and contributing members of their communities.

Dr. Santos Mahung
UB President: August 2007 – September 2010

Mission

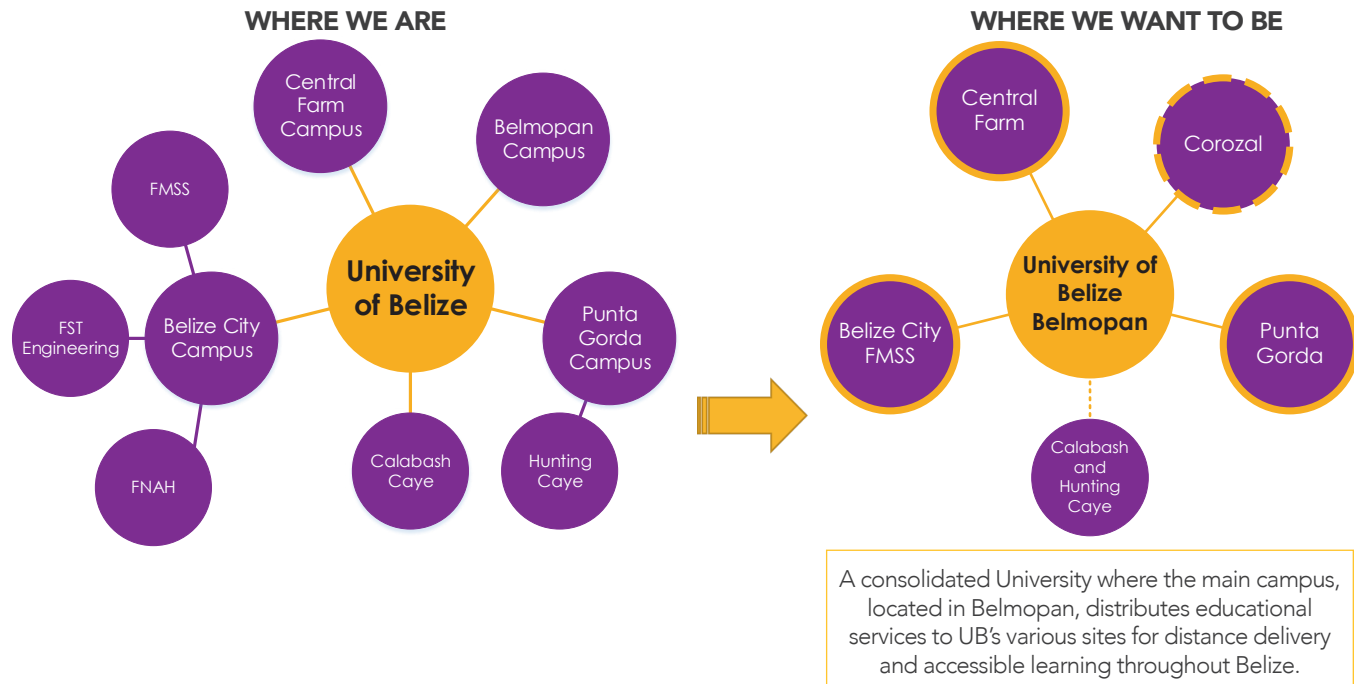
The University of Belize is a national, autonomous and multi-location institution committed to excellence in higher education, research and service for national development. As a catalyst of change it provides relevant, affordable and accessible educational and training programs that address national needs based on principles of academic freedom, equity, transparency, merit and accountability.

Core Values

The Core Values of the Strategic Plan provide the principles that guide UB's implementation of the goals and objectives, to be promoted as part of the culture of the institution:

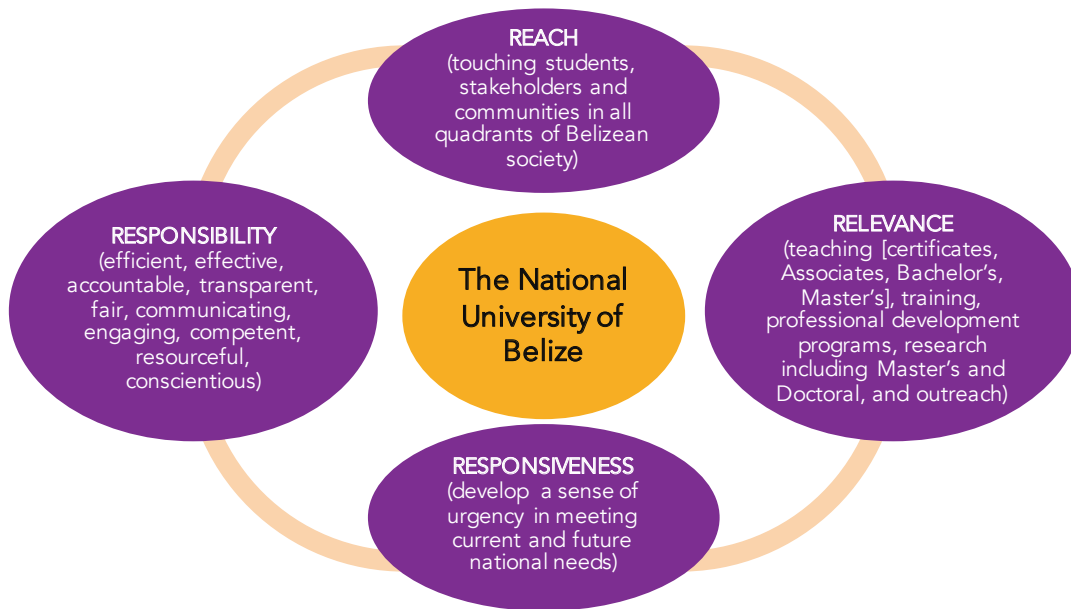
- Excellence and Merit
- Relevance and Contribution to National Needs
- Spirit of Inquiry and Academic Freedom
- Diversity and Equitable Access
- Sustainability and Future Orientation
- Accountability and Transparency
- Empowerment and Initiative

Striving for Efficiency, Reach, and Sustainability—A More Cost-effective University



Transformational Plan: The Way Forward 2017-2022

Our actions are focused on the 4 Rs:

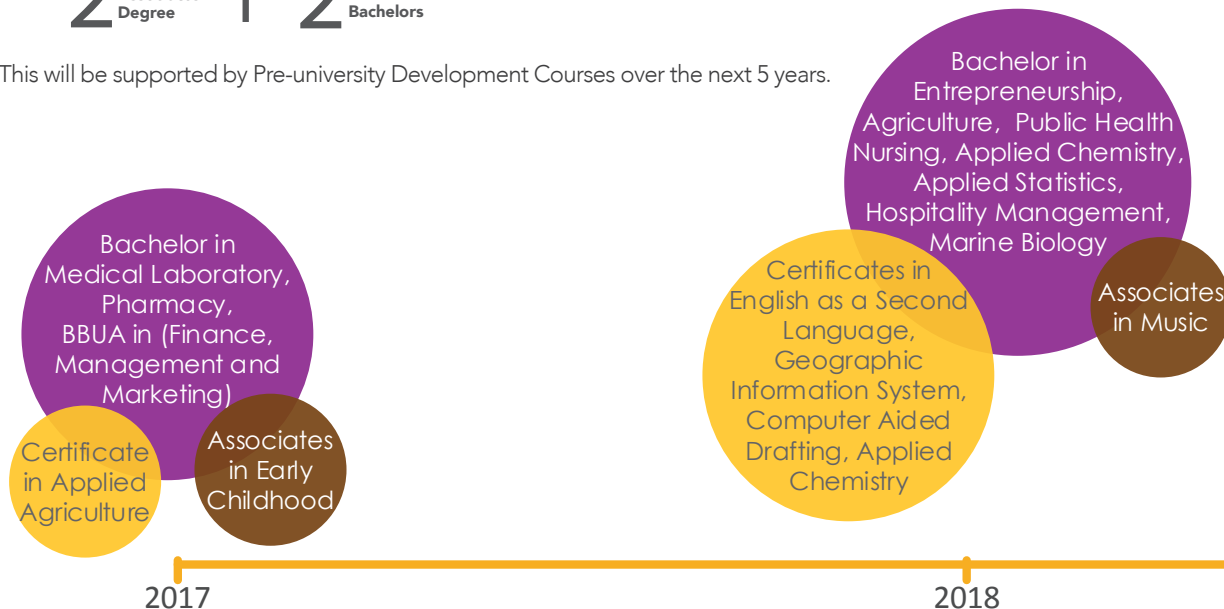


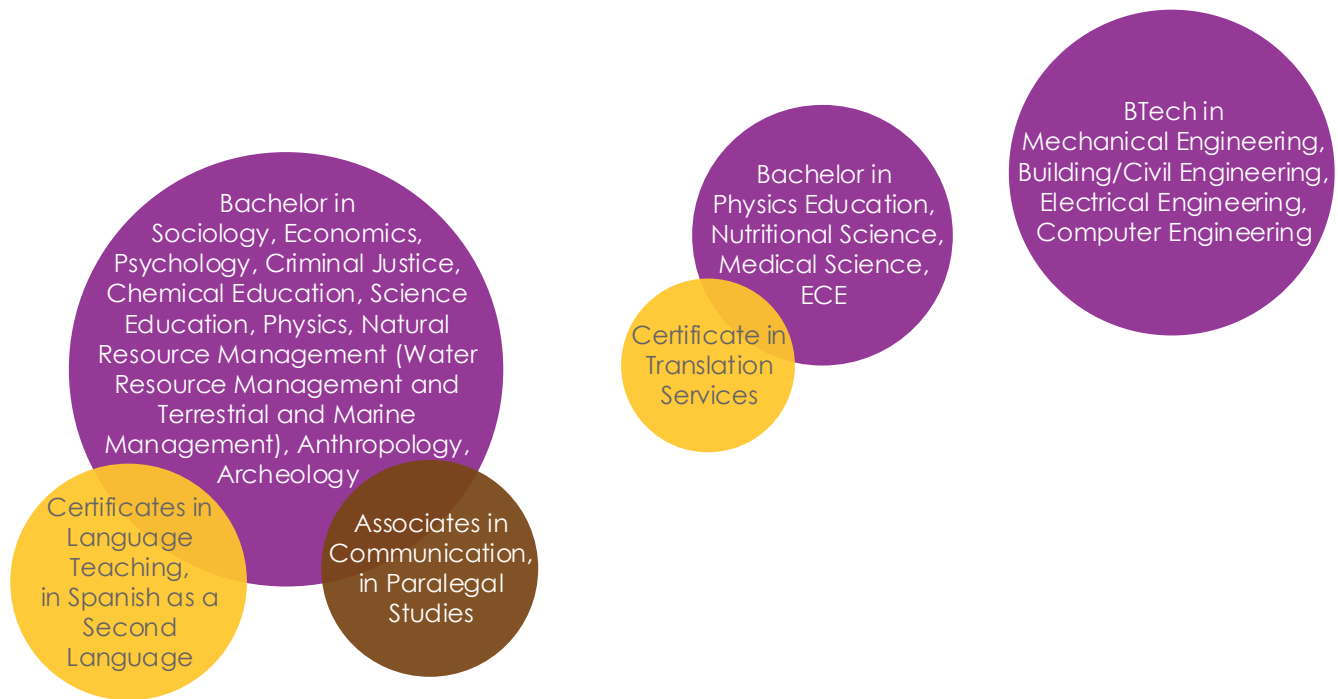
Building a Suite of New Undergraduate Programmes

To ensure access to the National University, UB will continue to embrace the 2+2 system wherever practically possible and the pedagogy allows for this.

2^{years}
Associates
Degree + 2^{years}
further study
towards the
Bachelors

This will be supported by Pre-university Development Courses over the next 5 years.





2019

2020

2021

Initiating Graduate Education and Research Graduate Programmes

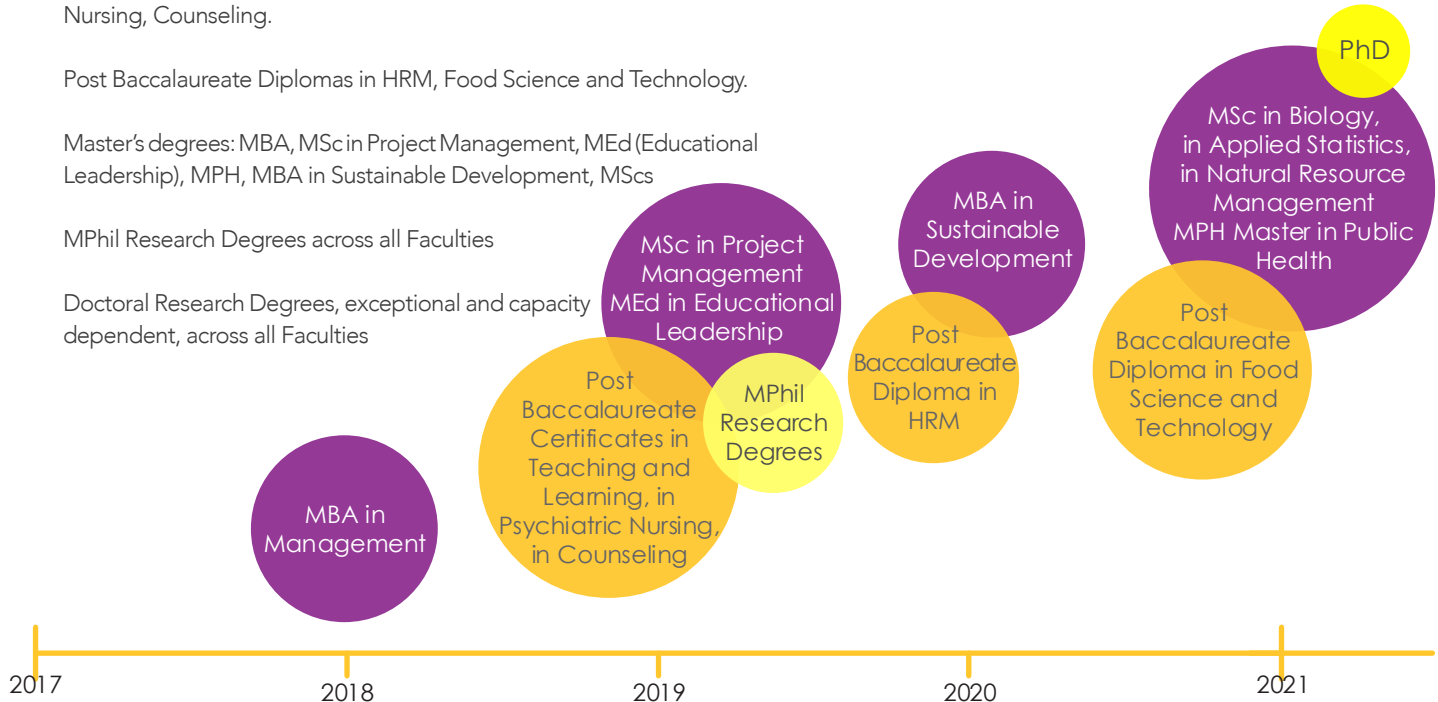
Post Baccalaureate Certificates in Teaching and Learning, Psychiatric Nursing, Counseling.

Post Baccalaureate Diplomas in HRM, Food Science and Technology.

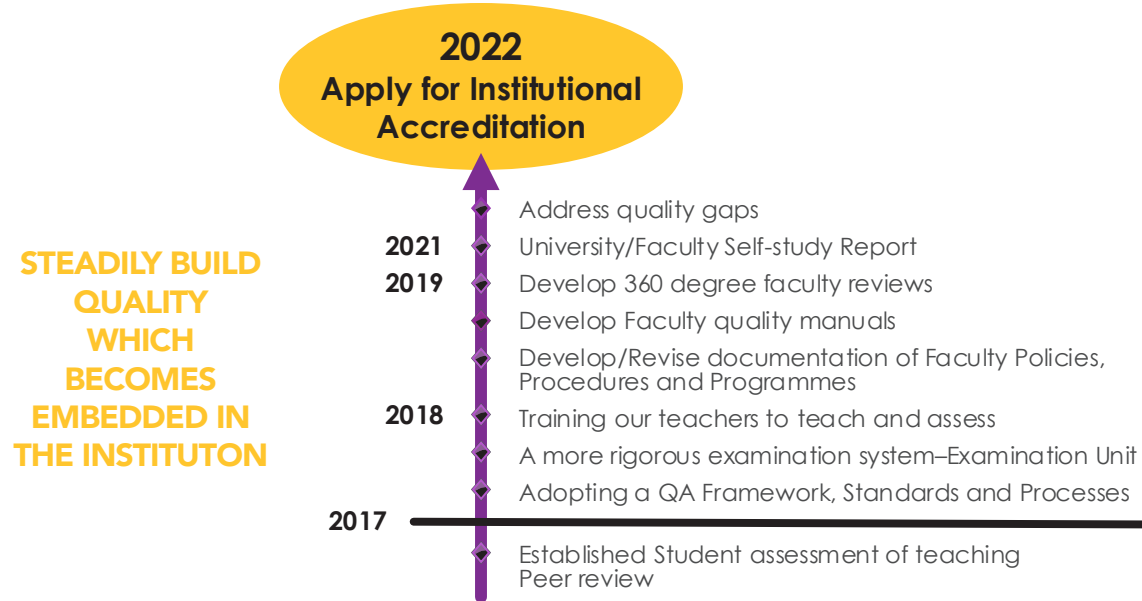
Master's degrees: MBA, MSc in Project Management, MEd (Educational Leadership), MPH, MBA in Sustainable Development, MScs

MPhil Research Degrees across all Faculties

Doctoral Research Degrees, exceptional and capacity dependent, across all Faculties



Building and Embedding Quality and Moving Towards Accreditation





Putting Postgraduate Research in the body of our University

MPhil and PhD Research Degrees

Research On All Things Belizean

Research that unearths knowledge of Belize, its challenges, its opportunities so as to shape a developmental pathway that provides solutions to socio-economic and technological questions.

Giving young, outstanding Belizeans an academic, scholarly pathway through immersion in research and as teachers in training – teaching assistants and research assistants. Giving UB Faculty an opportunity to advance their careers through research supervision and publication.

Research and Publication

Creating a developmental pathway for applied research at the University of Belize

- Establishment of the Research and Post Graduate Committee.
- Establishment of the MPhil/PhD Research Degrees.
- Recruitment of more PhDs to faculty is a priority.
- Training our academics to mentor/supervise students.
- Training our academics and research students in the process of writing and publishing scholarly works.
- Creating two new temporary employment tracks: teaching assistantships and research assistantships to support research students.
- Re-establish the Belizean Journal (as an e-Journal) overseen by the Research and Post Graduate Committee through an Editorial Board.

Ensuring Quality in Our Research Thrust

The Research and Postgraduate Committee 2018

To serve as the primary governance body with responsibility to administer graduate programmes at UB using a coordinated, unified approach to academic aspects and quality enhancement of all graduate taught and research programs.

- Review proposals for new and existing graduate programmes.
- Draft resolutions, policies and procedures relating to all graduate studies at UB.
- Approve academic content, delivery and administrative arrangements for graduate programmes and courses.
- Monitor, evaluate, and ensure maintenance of high quality standards of graduate courses.
- Approve the appointment of Internal and External Examiners.
- Manage all evaluation exams for the MPhil and PhD degrees.
- Make recommendations for the award of graduate degrees.
- Make recommendations for the award of scholarships, research assistantships and fellowships.
- Hear appeals relative to admission to candidacy, meeting of degree requirements, etc.



The Environmental Research Institute

ERI Transformational Lines & Benchmarks – Building Sustainability, Advancing Research

Year	Postgraduate Programs & Research	Private Sector Initiatives
2018	MSc Biodiversity Conservation	Sea cucumber mariculture at Bel-Euro Shrimp Farm
2019	MPhil Environmental Studies	Partnerships secured for sustainable agriculture/tourism applied research
2020	1st intake MBA Sustainable Development	2 improved cattle farming pilot projects in large farms
2021	MPhil	Increase in bird tour guides through pilot projects
2022	2nd intake MBA Sustainable Development	Wide application of best practices for tourism, fisheries and agriculture

Building national / regional / international partnerships to create a centre of excellence for environmental-marine / terrestrial research and outreach



Regional Language Centre (RLC)

The Goal

To become, over the next 5 years, the recognized Regional Centre for Professional Language Training (English, Spanish) for all of Central America and the Caribbean.

RLC Services

- Professional training in Spanish and/or English for non-native speakers
- Translation: Mandarin, Spanish, English

Undergraduate Programmes

- Certificate in English as a Second Language (ESL)
- Certificate in Spanish as a Second Language (CSSL)
- Certificate in Language Teaching (CELТ)
- Certificate in Translation Services (CETS)

The UB Central Farm

Our School of Agriculture in the Cayo District

Training our UB students in the scientific, technological and business principles of agriculture and food production, while developing the necessary farming skills on a commercial farm.

Building local, regional and international partnerships to support food and agricultural training, research, and outreach 2017-2022 in propelling Belize's agriculture.



2017/18

- Certificate programme developed and initiated at PG Campus
- Rebuilding and strengthening the Associates Degree
- Agribusiness and Livestock Production
- Micro-propagation Lab reintegrated with the school

2018/19

- Develop and launch the BSc in Agriculture focused on Climate Sustainable Agriculture
- Farm operations streamlined and measured to support teaching, learning and applied research within a sustainable agriculture context
- Internship farm attachments for our students to support their training

2019/20

- Certificate programme to be franchised to high schools
- Refurbishment of dormitories
- Agriculture Outreach strengthened and demonstrated
- Rental of farm lands to earn income

2020/21

- Recruit regional students
- Establish MPhil Research and pursue external research funding
- Postgraduate Diploma in Food Science and Technology

Marketing and Communication

“Telling Belize and the World What We Do, Building the Brand of the University”

2017	2018	2019	2020-2021	2022
<ul style="list-style-type: none"> • UB imprint • Timely press releases • Embracing Social Media and all its possibilities • Marketing and promoting UB Programmes in the feeder schools • Open lectures - The Presidential Series • Annual Calendar of Activities 	<ul style="list-style-type: none"> • The Presidents Annual Report to the Board of Trustees • Faculty and staff in the Media: Radio/TV/ Newspapers • UB Insights Magazine • Engaging Stakeholders: the Media, Private Sector, GOB, NGO, Ambassadors & Diplomatic Corp. • Revisit the Brand Manual • The President engaging the faculty and staff • President's Fete • Relaunching new UB Website • NATS 	<ul style="list-style-type: none"> • Reintroduction of the Belizean Journal. • Media rounds • Communications Protocol Manual • Promote UB programmes through Open Days on our campuses • Recognizing our faculty and staff through an award function 	<ul style="list-style-type: none"> • More media outlets for UB Insight • Increase reach of Marketing and Communication through sponsorships 	<ul style="list-style-type: none"> • Have UB Insights as an established, sought after magazine in Belize

in Early Childhood
Education



Bachelor Degree in
Business
Administration
with Majors in:
• Finance
• Marketing
• Management



Master of

ORIENTAL
GROUP LESS



Building Partnerships for Development Institutional Advancement Office

- Planning and development
- Internationalization
- Public/private partnerships for development
- Research funding
- Alumni relationships
- The Endowment Fund resourcing and managing
- Implement the first UB Presidential Capital Fundraising Campaign, "Let's Build UB Together".
- Land use, planning, development and funding for physical development – faculty/staff and student housing, infrastructure, etc.
- Overseeing income-earning operations and opportunities.
- Business Incubation



The Innovation Incubator Laboratory: From Classroom/Laboratory to Entrepreneurship – Supporting a national imperative for new business creation

- Recruit student mentors to donate their time to young UB graduate entrepreneurs to develop marketing and business plan ideas, and use their business networks to assist mentees in finding investors.
- Students will engage in a "Shark Tank" type of presentation to investors; initiate Incubator Unit by end of second semester of 2020.
- The incubator unit will facilitate innovative ideas generated by students while providing a support network for students to learn from seasoned entrepreneurs and gain access to their network.
- Strengthen our partnership with BELTRAIDE/SBDCBelize.

Faculty of Management and Social Science (FMSS) A Dedicated School of Business and Management, Belize City

- Six classrooms each with max capacity of 50 students,
- Faculty room, a conference room, IT Lab, student and staff lounges, director's office, office spaces



Faculty of Health Sciences:

Faculty of Nursing Allied Health and Social Work

- Nursing lab, lecture halls, staffroom, student lounge, meeting rooms, social work room, medical teaching lab, counseling room, staffroom, general lab, conference hall, staff lounge, storage room

The Teaching and Learning Centre, Belmopan

Faculty of Education and Arts and the Faculty of Science and Technology

- Laboratories, classrooms, staffrooms, conference room, lecture theatre (capacity: 300 seats), student lounge, IT lab

Engineering and Architectural School In Belmopan

A new project submitted in 2017 for funding

- Laboratories, workshops, design studio, library, computer aided design labs, drawing labs, staff and student lounges, cafeteria, conference room, classrooms, lecture theatre, an auditorium

The India Belize Centre of Engineering (IBCE) Project 2018

Contract signed between the Government of Belize and the Government of India in December 2017 – execution follows.

Punta Gorda Transformation

Demolishing of Barack Building and construction of a two level steel structure/cement building–2018

- Features: 6 classrooms (capacity: 35 students each)

3rd Floor of Main Admin Building–2020

- Features: 1 large conference room, 2 classrooms



Information & Communication Technology: Connecting and serving our community
 Building a “People Centred” but Efficient, Technologically Driven and Responsive Institution

2018	2019	2020	2021	2022 Results
<ul style="list-style-type: none"> • Implemented ICT framework and policies guided by steering committee • Network backbone update • Upgrade classrooms with screen and projector- Phase I 	<ul style="list-style-type: none"> • 100% WiFi connectivity from 1Gb to 10Gb • Increase of bandwidth by 248 Mb • Implementation of Voice over Internet Protocol (VoIP) system • Upgrade classrooms with screen and projector – Phase II 	<ul style="list-style-type: none"> • Update printers 	<ul style="list-style-type: none"> • Update computers • Develop policy for laptop ownership for faculty and implement loan scheme 	<ul style="list-style-type: none"> • Increase productivity • Increase efficiency • Reduced maintenance costs • Improved learning experience

Strengthening our capacity and the delivery of more "online" courses through our "Open and Distance Learning Centre."



Creating an Inspiring Environment at UB

Beautification and Sustainable Utilisation of the Belmopan Campus – Planning and Execution 2017-2022

- A Landscape and Beautification Committee of UB to be formally constituted
- 400 plants planted to beautify Belmopan Campus
- Botanical garden/arboretum to be planned with the Belmopan City Council/PACT
- Labeled trails for field trips for UB, local and foreign students
- Entomology Lab/Natural History Museum
- Biodiversity summer camps for local school children
- Orchid/Fern House to display local, endemic & endangered orchids & ferns
- Medicinal garden exhibiting traditional medicinal plants

Safety and Security

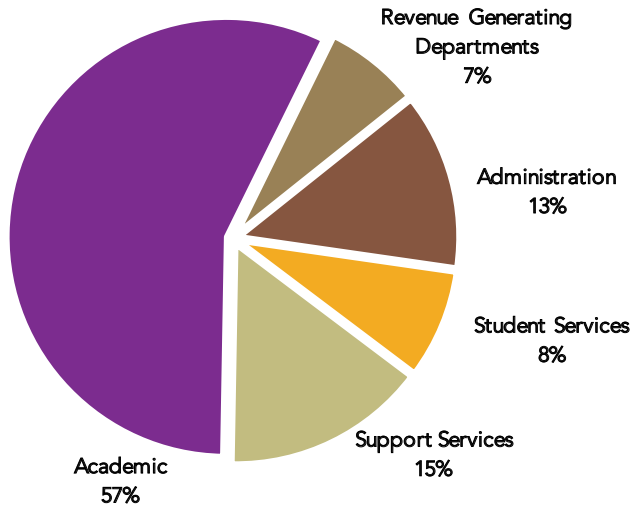
- Introduction of a parking sticker scheme with approved parking lots.
- Establish a Command Centre - surveillance using 50 cameras at strategic locations
- Develop a Fire Safety Protocol
- Operational water hydrant on the Belmopan Campus
- Fire & burglar alarm and smoke detectors
- Acquire water tender for emergencies
- Introducing more solar lighting of campus
- Mobile patrol
- Training/education “Security is Everyone’s Business”

Building a “People Centred” but efficient and Responsible Institution: Priorities for Human Resources

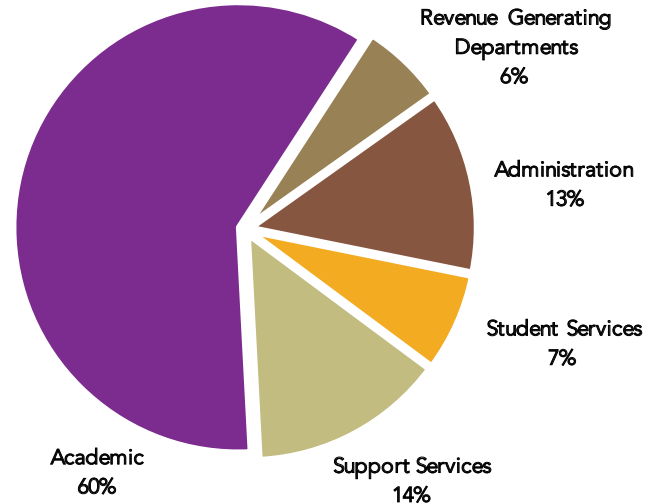


Managing Our HR Budget–The Major Areas of Expenditure

Actual 2017/18



Projected 2021/22





STAGE I INITIATION

- ✓ Plant tissue harvested from field
- ✓ Disinfected
- ✓ Placed on plant food gel in sterile jar

University of Belize

STAGE II CLONING

- ✓ Plant hormones stimulate shoot and leaf growth
- ✓ Plants in new medium

STAGE III

STAGE IV NURSERY

University of Belize
UB
Education Empowers a Nation

GET INVOLVED...
UB is for all
UB wola fi aal a mi UB
sungunwapi para y
Kajun!

Promotional Item Cost

Item	Price
1000	10.00
500	5.00
250	2.50
100	1.00
50	0.50
25	0.25
10	0.10
5	0.05
1	0.01

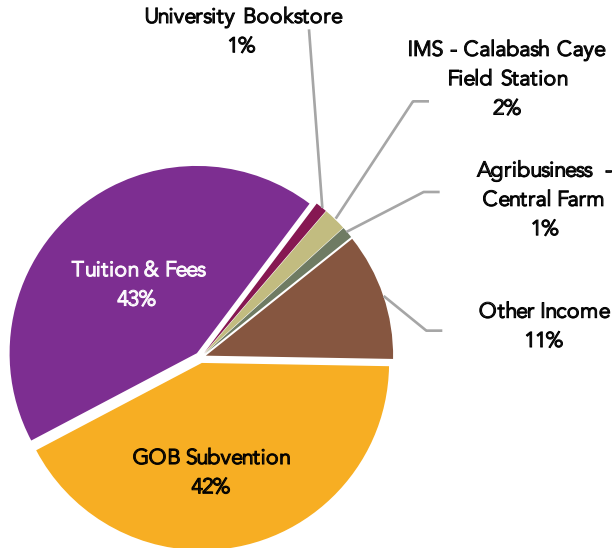


Growth Room

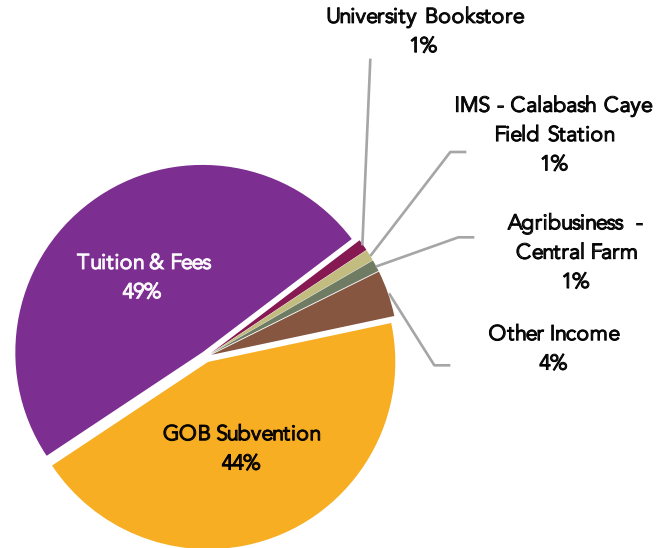


Striving to Achieve Financial Sustainability Income Sources

Actual: AUG 16 – JUL 17



Projected: AUG 21– JUL 22



The UB must strive to secure new sources of income to close the current financial deficit.



In Conclusion

By 2022, it is expected that UB will have laid the foundation for a respected and comprehensive National University. Financing our operations, recurrent and capital, is the key to unlocking this major transformation; so our best plans in a dynamic external environment will always require a nimbleness of response. One thing for sure however is the following:

Wa ma a jelik ma'axqee, ma'axqee
buca te jelik

*If you change nothing,
nothing will change*

– Mr. J. Salam,
Mopan Maya, 2017

Let us build this team to execute and transform this University with a sense of purpose and urgency within the next five years.

**LET'S BUILD UB
TOGETHER**



The Office of the President

Administration Building
University of Belize
P.O. Box 340
Belmopan, Cayo
Belize, Central America
Tel: +501.822.3680, ext. 202 or 236
Email: communications@ub.edu.bz