

ANNUAL REPORT

2017



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THE MISSION OF THE WORLD MARITIME UNIVERSITY (WMU) IS TO BE THE WORLD CENTRE OF EXCELLENCE IN POSTGRADUATE MARITIME AND OCEANS EDUCATION, PROFESSIONAL TRAINING AND RESEARCH, WHILE BUILDING GLOBAL CAPACITY AND PROMOTING SUSTAINABLE DEVELOPMENT.

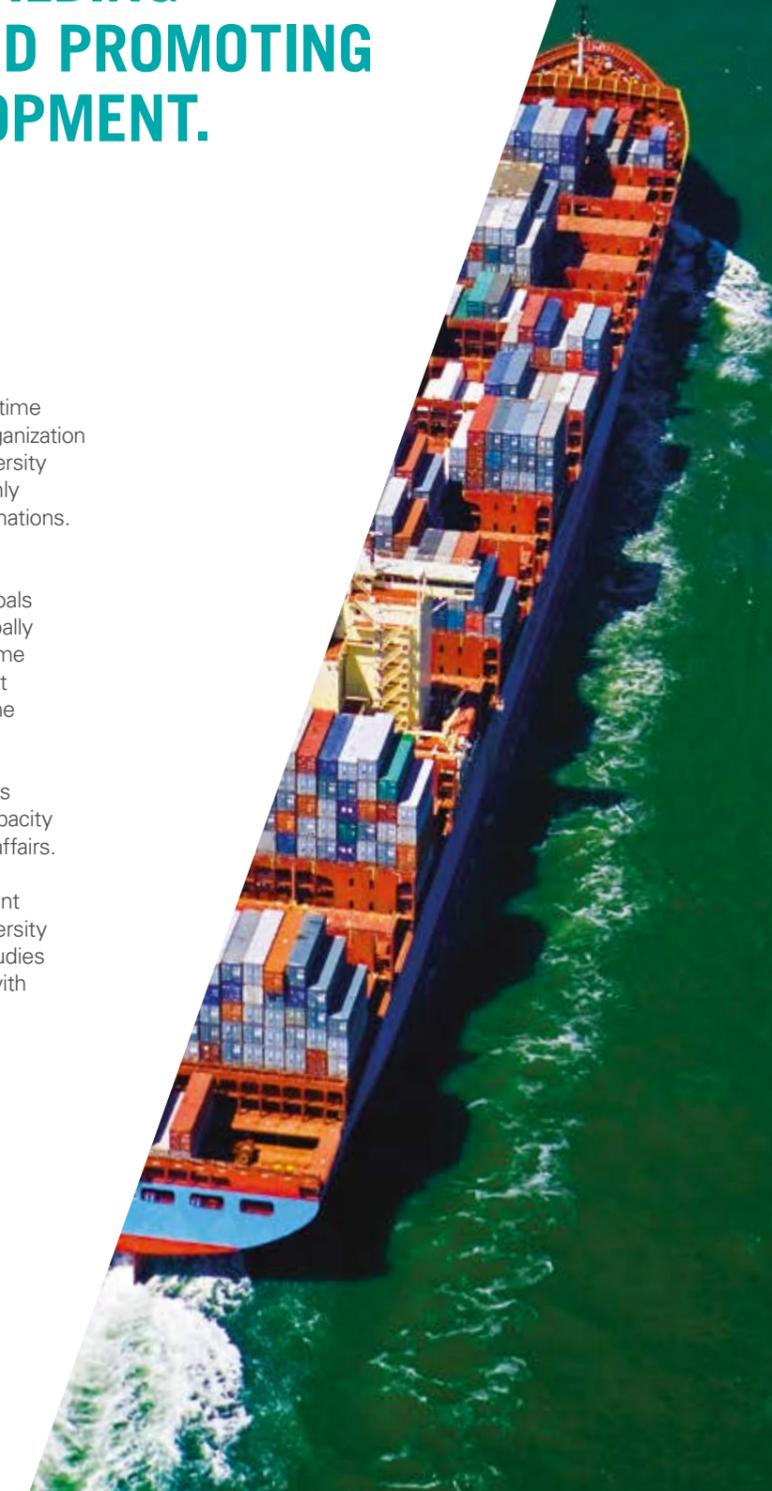
WHO WE ARE

WMU is based in Malmö, Sweden. It is a postgraduate maritime university founded in 1983 by the International Maritime Organization (IMO), a specialized agency of the United Nations. The University was established to address a shortage of well-qualified, highly educated maritime experts, particularly in lesser developed nations. WMU celebrates its 35th anniversary in 2018.

The aim of WMU is to further enhance the objectives and goals of IMO, IMO member States and the maritime industry globally through education, research, and capacity building on maritime and related ocean affairs to ensure safe, secure, and efficient shipping on clean oceans and promote a sustainable maritime industry for the long term.

WMU offers a unique postgraduate education programme as well as professional development courses building global capacity and meeting the highest standards in maritime and oceans affairs. With over 4,600 alumni, of which 950 are women, from 167 countries across the globe, WMU graduates have a significant impact on the global maritime industry. In addition, the University undertakes wide-ranging research in maritime and ocean studies in support of maritime capacity building and works closely with the IMO and key stakeholders including national maritime administrations, the maritime industry and NGOs.

As part of the IMO and a member of the United Nations (UN) family, WMU is committed to the UN 2030 Agenda for Sustainable Development.



MESSAGE FROM THE CHANCELLOR



Mr. Kitack Lim
WMU Chancellor and Secretary-General,
International Maritime Organization,
WMU Class of 1991

“ **THE UNIVERSITY, THROUGH ITS EDUCATION, RESEARCH AND CAPACITY-BUILDING ROLE, CONTINUES TO CONTRIBUTE TO IMO'S WORK, INCLUDING SUPPORT OF THE UNIFORM INTERPRETATION AND EFFECTIVE IMPLEMENTATION OF THE IMO CONVENTIONS AND RELATED INSTRUMENTS, AND BY SUPPORTING THE DELIVERY OF IMO'S INTEGRATED TECHNICAL COOPERATION PROGRAMME. ”**

As Chancellor, it gives me great pleasure to present the 2017 Annual Report of the World Maritime University (WMU). This report is a reflection of the achievements of WMU over the past year in delivering on its mandate. WMU is the lead international postgraduate education and research institution and a centre of excellence for the maritime and ocean industries. This Annual Report summarizes the important achievements of the University and work undertaken by WMU over the past year. The University has not only delivered the best educational programme for post-graduate students, but also undertaken substantial research work, held international conferences and expanded its capacity building.

The year 2017 was a milestone for the University. The revised WMU Charter was adopted by the IMO Assembly at its 30th Session in December 2017. The revised Charter has equipped the University with the ability to respond to current challenges, opportunities and developments. The University also made history in 2017, with a record number of 296 graduates in its Master of Science degree programme, six graduates with Doctoral degrees and 133 graduates in the Distance Learning programme, including 13 graduates with a Master of Laws degree. WMU has, since 1983, a total of 4,654

graduates from 167 countries, 950 (20.4%) of whom are women. In 2017, the University recorded an intake of 37% women in the Master of Science degree programme, the highest in any year since it was established. I am very proud of this achievement, being myself a graduate of WMU, while recognizing that we all need to do more to improve gender balance.

As the United Nations (UN) specialized agency responsible for developing and adopting measures to improve the safety and security of international shipping and to prevent pollution from ships, the International Maritime Organization (IMO) has an integral role in meeting the UN Sustainable Development Goals (UN SDGs). I am also very pleased to note that WMU has taken the lead on the SDGs, with the first group of students graduating in two new specializations - Maritime Energy Management (Goal 13); and Ocean Sustainability, Governance and Management (Goal 14). In the framework of the UN Ocean Conference in June 2017, WMU registered its commitment to contribute to the implementation of Goal 14 concerning the conservation and sustainable use of the oceans. It is a commitment to train a new generation of maritime leaders not only in maritime issues but also in ocean-related matters. The University also took action in 2017 to formally announce the establishment, within the University, of a Global Ocean Institute.

The University, through its education, research and capacity-building role, continues to contribute to IMO's work, including support of the uniform interpretation and effective implementation of the IMO conventions and related instruments, and by supporting the delivery of IMO's Integrated Technical Cooperation Programme (ITCP). Examples include support for the GEF-UNDP-IMO GloBallast Partnerships Programme (GloBallast) training packages, and the National Maritime Transport Policy training initiative. WMU also celebrated World Maritime Day 2017 with the theme "Connecting Ships, Ports and People." The theme reflected well all the components of the WMU educational curriculum and its research covering the three interconnected components.

As the Chancellor of the World Maritime University, it is an honour for me to present the 2017 Annual Report on behalf of the University's Board of Governors and Executive Board, who I thank for their dedication and hard work in the name of the University. I also wish to express my utmost appreciation and thanks to the President, Cleopatra Doumbia-Henry, and her staff for making WMU the epitome of excellence in delivering post-graduate maritime education, knowledge sharing, research and capacity building in the maritime and ocean sectors.

On behalf of IMO, the University, past and future maritime leaders and beneficiaries around the globe, I wish to express sincere gratitude to the many dedicated donors who enable WMU to continue building momentum for positive change so the University can fulfil its education, research and capacity-building commitments under its Charter and contribute to the implementation of the SDGs for the benefit of humankind.



MESSAGE FROM THE PRESIDENT



Dr. Cleopatra Doumbia-Henry
President

“ GOING FORWARD, WMU WILL CONTINUE TO ADVANCE ITS CAPACITY BUILDING MISSION, EMBRACE ITS GROWING MANDATE, AND EVOLVE ITS ACADEMIC PROGRAMMES ACCORDINGLY TO MEET THE DEMANDS OF THE MARITIME AND OCEAN-RELATED SECTORS. ”

In my capacity as President of WMU, I am pleased to present the Annual Report highlighting activities and achievements of the University in 2017. As the International Maritime Organization's (IMO) apex institution for maritime and oceans postgraduate education and research, WMU continues to support global, maritime and oceans capacity building in the true spirit of the United Nations. As of 2017, there are 4,654 alumni from 167 countries who are strengthening the remarkable international network of WMU alumni serving as leaders in the global maritime and ocean sectors.

WMU is meeting the rapidly-changing needs of the maritime sector through evolution of our programmes and offerings to support a sustainable industry as well as sustainable development globally. The education WMU provides plays an essential role in delivering the operational targets of the United Nations Sustainable Development Goals (UN SDGs) and in supporting IMO member States and maritime industry stakeholders in the implementation of the UN SDGs, in particular, the goals that are of direct relevance to the maritime and ocean agendas. While all of the goals are interrelated and indivisible, WMU is contributing directly and tangibly to goals 4, 5, 7, 8, 9, 13, 14, 16 and 17.

At the high-level United Nations Ocean Conference at UN headquarters in New York from 5 to 9 June 2017, WMU registered a commitment that aims to contribute to the implementation of Goal 14, focused on the ocean, by training a new generation of maritime

leaders through the delivery of specialist post-graduate educational programmes in Ocean Sustainability, Governance and Management, as well as in Maritime Energy Management, amongst others. This commitment directly supports the WMU Strategic Plan 2016-2019 particularly Strategic Direction 3, that deals with expansion to oceans related matters and Direction 4 regarding strengthening of maritime and oceans research. Further, on 6 July WMU and The Nippon Foundation announced to operationalize the WMU-Sasakawa Global Ocean Institute with the vision to be the independent focal point for the ocean science-policy-law-industry interface, acting as a convener and convergence point where policy makers, the scientific community, regulators, industry actors and academics, and representatives of civil society meet to discuss how best to manage and use ocean spaces and their resources for the sustainable development of present and future generations. Research outputs of the Institute will enhance capacity of all stakeholders to implement legal requirements and policies.

The Global Ocean Institute's impact, the University's future operations and its ability to deliver on its commitments to the UN SDGs are all dependent not only on the continuous commitment of the University's dedicated staff members and the strong leadership of its President; they also depend on the University's financial sustainability. To this effect, with full support of the Board of Governors, the decision was taken to set up an Endowment Fund for the University, ensuring many future generations of maritime leaders to come will be able to

enjoy the excellent education at WMU and give back to the world. In 2017 the administrative groundwork for the operationalization of the Endowment Fund was laid and I look forward to launching a fund-raising campaign in 2018 to support WMU's future and lasting impact.

Deepening WMU's service to the industry and building on relationships with key agencies and organizations, WMU hosted and cooperated with partners on several events in 2017 beginning with the International Maritime Energy Management conference in January. In collaboration with the Swedish Government, in March, WMU hosted the Save Our Ocean Seminar focused on Goal 14 and linking policy, industry and education for sustainable partnerships. Also in March, WMU co-organized and hosted the Swedish-Danish (SweDen) Branch of the Nautical Institute (NI) spring seminar entitled "Challenges of Unmanned Shipping." In September, WMU hosted Sweden's World Maritime Day event, in cooperation with the Swedish Maritime Forum, on the 2017 IMO theme, "Connecting ships, ports and people." October saw the revival of the Sheldon Kinney annual lecture with Mr. Christopher J. Wiernicki, Chairman, President and CEO of ABS speaking on the topic of Navigating The New Norm: How Technology, Skills and Expectations Are Shaping Shipping's Future. WMU collaborated with the City of Malmö and Kommunenes Internasjonale Miljøorganisasjon (KIMO) on the Life Below Water conference that also took place in October with a focus on local implementation of SDG 14. The first WMU Regional Conference for the Americas was also held in October in partnership with the Dirección General de Capitanías y Guardacostas (DICAPI) on the topic of "Maritime and Port Sectors in the Americas - Challenges and opportunities in light of the SDGs."

In 2017, a record number of six candidates were awarded the Doctor of Philosophy in Maritime Affairs, a significant achievement for a specialized institution the size of WMU. Further, the University and our sister institute, the International Maritime Law Institute (IMLI), welcomed the first student in the Master of Philosophy (MPhil) programme in International Maritime Law and Ocean Policy that addresses the increasing threats to the oceans by a number of human activities and the lack of proper governance of the waters within and beyond the limits of national jurisdiction. In distance learning, the new Maritime Safety and Security Postgraduate Diploma programme, delivered in partnership with DNV GL Maritime Academy, had a healthy first intake.

Research continues to be a priority at WMU. The WMU Journal of Maritime Affairs constitutes an impactful means of recognition for the University as well as the many articles and books published by WMU faculty. A major new project in 2017 included a research contract with the International Transport Workers' Federation (ITF) regarding the assessment of the technological developments in the global transport sector and their implications on jobs and employment by 2040. The groundbreaking MarTID global maritime training insights database was also launched in 2017 and is a historic initiative to study global maritime training practices.

Going forward, WMU will continue to advance its capacity building mission, embrace its growing mandate, and evolve its academic programmes accordingly to meet the demands of the maritime and ocean-related sectors. I extend my sincere thanks to all who support the University, whether as donors, partners, alumni, visiting professors, or staff. It is our partnerships and support that make a difference in what we can achieve. I look forward to what 2018 will bring as the University celebrates 35 years of a global impact that cannot be underestimated.



2017 HIGHLIGHTS

January



International Conference on Maritime Energy Management (MARENER 2017)

Held 24 to 25 January 2017, the conference focused on the challenges and opportunities surrounding maritime energy management.

March



New Maritime Safety & Security (MSS) Postgraduate Diploma

On 9 March the new MSS programme was launched to build capacity of those involved in shipping operations, including as regards the associated regulatory framework and to develop the vital understanding of all aspects of safety and security required in today's complex maritime industry.

September



2017 Academic Year

The academic year started at WMU with a week-long orientation programme on 11 September, followed by the inauguration of the Class of 2018 on 18 September with 124 Malmö-based MSc students.



World Maritime Day 2017

On 26 September, WMU hosted Sweden's World Maritime Day event, in cooperation with the Swedish Maritime Forum, on the 2017 IMO theme, "Connecting ships, ports and people."



Save Our Ocean Seminar

In collaboration with the Swedish Government, on 15 March prior to the UN Oceans Conference in June 2017, WMU hosted a seminar entitled "Save Our Ocean: The Ocean Conference and Sustainable Development Goal 14 - Linking Policy, Industry and Education for Sustainable Partnerships."



Challenges of Unmanned Shipping Seminar

On 31 March, the Swedish-Danish (SweDen) Branch of the Nautical Institute (NI) held their spring seminar event and Annual General Meeting at WMU. The seminar, entitled "Challenges of Unmanned Shipping", was co-organized by NI and WMU.

October



2017 Sheldon Kinney Lecture – Navigating the New Norm

On 10 October, Mr. Christopher J. Wiernicki, Chairman, President and CEO of ABS delivered the 2017 Sheldon Kinney Lecture on the topic of Navigating The New Norm: How Technology, Skills and Expectations Are Shaping Shipping's Future.



Crown Princess Victoria of Sweden Visits WMU

On 11 October, WMU was honoured to welcome HRH Crown Princess Victoria of Sweden. As one of the eminent UN Sustainable Development Goals (SDG) Advocates, the Crown Princess was at WMU to discuss, in particular, UN SDG 14 focused on conserving and sustainably using the oceans, seas and marine resources for sustainable development. She had the opportunity to meet with both staff and students.

June



Photo credit: UNHQ, NY

WMU Registers Commitment to SDG 14

At the high-level United Nations Ocean Conference at UN headquarters in New York from 5 to 9 June, WMU registered a commitment that aims to contribute to the implementation of Goal 14 by training a new generation of maritime leaders through the delivery of specialist post-graduate educational programmes including on Ocean Sustainability, Governance and Management, as well as in Maritime Energy Management.



English and Study Skills Programme (ESSP)

The ESSP with 32 students attending the 12-week programme was offered between 19 June and 8 September.



Life Below Water 2017, Malmö

WMU collaborated with the City of Malmö and Kommunenes Internasjonale Miljøorganisasjon (KIMO) on the conference that took place 11 to 13 October with a focus on local implementation of SDG 14 focused on the ocean.



WMU Regional Conference for the Americas

The first WMU Regional Conference for the Americas was held from 23 to 25 October on the topic of "Maritime and Port Sectors in the Americas - Challenges and opportunities in light of the SDGs." The Conference was attended by over 200 participants from 22 countries across the Americas and offered a platform for Alumni to establish a WMU Regional Alumni Association for the Americas.

July



Stakeholder Engagement for Maritime and Ocean Governance Symposium

From 26 to 30 June, the cross-specialization symposium addressed the interdependency between the maritime and ocean environments and communities, including the need to clearly define and understand the various stakeholder roles and responsibilities required to ensure successful long-term interdependence and management of fragile ocean ecosystems.



Official Announcement of the WMU-Sasakawa Global Ocean Institute

On 6 July 2017, WMU and The Nippon Foundation announced the operationalization of the WMU-Sasakawa Global Ocean Institute (Global Ocean Institute) as a concrete response to the United Nations Sustainable Development Goals and in particular, Goal 14 focused on the Ocean.

November



Record Number of PhD and Woman Graduates on the MSc Programme

At the 2017 WMU Graduation Ceremony on 5 November, there were 334 graduates including a record number of six graduates who were awarded the Doctor of Philosophy in Maritime Affairs. In 2017, the University recorded with 37% the highest ever number of women graduates since its establishment in 1983.

December



IMO Assembly

The IMO Assembly adopted at its 30th Session the amendments to the WMU Charter, in force as of 1 January 2018.

GOVERNANCE AND LEADERSHIP

WMU IS GOVERNED BY A CHARTER ADOPTED BY THE IMO ASSEMBLY, WHICH IS MADE UP OF DELEGATIONS FROM 174 IMO MEMBER STATES AND 3 ASSOCIATE MEMBERS.

In accordance with the Charter, WMU's governance structure consists of a Board of Governors (BoG) and an Executive Board (EB). The IMO Secretary-General is the WMU ex-officio Chancellor. The President directs and administers the University.

The BoG meets once a year and is responsible for exercising due governance of the University, ensuring the effectiveness and continuity of its operations, protecting the autonomous nature of the University within the framework of the IMO, and ensuring the maintenance of the highest academic and professional standards. The BoG is composed of up to 30 members who are appointed by the IMO Secretary-General for a renewable period of three years. The BoG meets annually and is chaired by the Chancellor. The reports approved by the BoG are submitted to IMO Council, which consists of the 40 leading maritime States. The Chairperson of the Executive Board, the President of the University as well as the ex-officio member from the Government of Sweden attend meetings of the BoG.

THE WMU REVISED CHARTER, ADOPTED BY THE 30TH SESSION OF THE IMO ASSEMBLY IN DECEMBER 2017, SETS THE COURSE FOR THE NEXT DECADE.

The EB is composed of up to 11 members, 8 of whom are appointed by the BoG, while the IMO Secretary-General appoints the Chairperson of the EB. They have a renewable two-year term of office. The EB meets three times a year. In addition to performing functions specified in the Charter, it facilitates the work of the University, provides oversight between sessions of the

BoG, monitors the implementation of the decisions of the Board of Governors and gives directions and guidelines as necessary.

The President is appointed by the Secretary-General of the IMO to direct and administer the University, in accordance with the University's Statutes, Regulations and Rules, strategic directions and plans. The President presides over the Academic Council, which assists in the coordination, promotion and implementation of the academic work programme of the University. The President is assisted by the Vice President International, the Vice President Academic, and the Chief Operations Officer.

OUR STUDENTS

WITH 4,654 ALUMNI FROM 167 COUNTRIES, WMU HAS A REMARKABLE PRESENCE IN THE MARITIME SECTOR.

The total number of female graduates to date is 950 including 562 female graduates of the Malmö MSc programme.

WMU graduates hold key positions in ministries, as heads of ports, heads of maritime education institutes and as director generals. Many represent their countries at international organizations, including the IMO and in the industry. The alumni maintain close ties with each other creating a unique maritime global network that increases by ~350 graduates annually.

Enrolled Students

	2016	2017
Malmö	136	124
PhD (continuing)	27	23
Dalian	35	33
Shanghai	19	27
M.Phil.	–	1
Marine Insurance	14	11
Maritime Energy	12	7
Maritime Safety and Security	–	23
Executive Maritime Management	52	21
International Maritime Law	60	47
LLM	24	24
ESSP	(7 ESSP only) 36	(9 ESSP only) 32
Total	386	350



OUR PROGRAMMES

PhD in Maritime Affairs – Malmö, Sweden

There was a record number of six PhD graduates in 2017. Designed as a flexible research degree related to the IMO mission of safety, security and environmental protection, the PhD programme involves 3-6 years of study on a full or part-time basis at WMU or elsewhere. Specializations include:

- Maritime Administration: Law, Policy & Security
- Maritime Education & Training, Human and Organizational Development
- Maritime Energy Research
- Marine Environmental Research
- Maritime Risk & System Safety
- Shipping & Port Management
- Ocean Policy and Management

PhD students are either self-funded or supported by research projects. The PhD programme provides the University with both an income stream from tuition fees and significantly increases its publication and citation listings.

MSc in Maritime Affairs – Malmö, Sweden

Student enrolment in 2017 was 124 on the flagship Malmö-based MSc programme, including the first-ever student joining the joint M.Phil. programme with IMLI, and four students who joined the accelerated programme in January 2017. The proportion of MSc students (Malmö) who are funded by their employer, government, or from personal resources is an indicator of the University's financial health. In 2017, 16 students (13%) were privately funded.

The two new specializations (Maritime Energy Management and Ocean Sustainability, Governance and Management) each had a second substantial intake, with intakes of 13 and 14 students respectively.

The Malmö MSc programme is designed for mid-career maritime professionals to meet the current needs of the maritime sector. The first term of the standard 14-month programme includes research methodology and lays the foundation for successful graduate studies. The accelerated 10-month programme began in the second specialization term that integrates academic subjects with real-world applications through the field study programme and visiting

lecturers from the maritime sector. In the final term, students deepen their knowledge in their main field of study while simultaneously broadening their knowledge base through exploration of the other subject areas. In 2017 more students than ever before chose to write a dissertation in the final term.

The MSc programme in Malmö offers:

- Maritime Safety & Environmental Administration
- Maritime Law & Policy
- Maritime Education & Training
- Port Management
- Shipping Management & Logistics
- Maritime Energy Management
- Ocean Sustainability, Governance & Management

In 2017, more than 100 Visiting Professors and Guest Lecturers from around the world have contributed to the work of WMU. These visiting maritime professionals provide unique and invaluable insight into the maritime industry and are a guarantor for practice-informed research and teaching at WMU.

2017 Malmö MSc – Enrolments by type of funding	
Donor funded students	81
Government/company funded students	27
Self-funded students	16
2017 Graduates by Programme	
PhD	6
Malmö	133
Dalian	36
Shanghai	18
PgDip Marine Insurance	9
PgDip Maritime Energy	8
PgDip Executive Maritime Management	35
PgDip International Maritime Law	39
LLM International Maritime Law	13
Total	297

MSc Outreach in China

Decreased enrolment in the outreach MSc programmes in Shanghai and Dalian in 2017 was due to the difficult market situation affecting the shipping industry. There was a decrease in Dalian enrolment from 35 students in 2016 to 32 in 2017. However, the enrolment recovered in Shanghai from 18 to 27 students indicating that there continues to be strong interest in the China programmes. Established in 2005, the outreach MSc programmes in China were designed to extend WMU's professional education to a new and thriving clientele from the region and beyond, and to meet the maritime industry's demand for high-level specialized professionals in China's maritime market. The MSc in International Transport & Logistics (ITL) is delivered in Shanghai in cooperation with Shanghai Maritime University. The MSc in Maritime Safety & Environmental Management (MSEM) is delivered in Dalian in cooperation with Dalian Maritime University. The 15-month intensive programmes are taught entirely in English and the entry requirements, grading system and quality assurance process are those in force at WMU.

MPhil

In 2017, WMU and the International Maritime Law Institute (IMLI), sister institutions both founded by the IMO, welcomed the first student in the Master of Philosophy (M.Phil.) programme in International Maritime Law and Ocean Policy. The unique, two-year programme offers students the chance to spend their first academic year in Malmö, following WMU's specialization in Ocean Sustainability, Governance and Management (OSGM), and the second academic year in Malta, following IMLI's LLM programme. The M.Phil. has been designed to provide a unique learning opportunity for maritime professionals who aim to shape the future of the world's oceans in accordance with Goal 14 of the UN 2030 Agenda for Sustainable Development. Graduates of the programme are expected to play an important role in developing national ocean governance policies to reflect the latest international initiatives, rules and regulations.

Distance Learning

WMU collaborates with internationally renowned partners to deliver a variety of distance learning programmes including an LLM and several Postgraduate Diplomas (PgDips). Partnerships with the Lloyd's Maritime Academy and DNV GL Maritime Academy have resulted in six distance learning programmes that address current topics of critical importance in the maritime industry with a blended-learning approach. The new Maritime Safety and Security PgDip, designed in collaboration with DNV GL, had its first enrolment in 2017 with 23 students.

The distance learning programmes offered by WMU and their partners include:

Masters Degree

LLM in International Maritime Law*

Postgraduate Diplomas

International Maritime Law*
 Maritime Energy**
 Marine Insurance*
 Executive Maritime Management**
 Maritime Safety and Security**

*in partnership with Lloyd's Maritime Academy

**in partnership with DNV GL Maritime Academy

Executive and Professional Development Courses

WMU leads Executive and Professional Development Courses (EPDCs) around the world, providing an opportunity for mid-career updating and knowledge sharing for maritime professionals. EPDCs range in length from a few days to several weeks and the blend of academic expertise and hands-on practical experience can be immediately applied in the workplace. Topics addressed meet current and future needs of the maritime market, particularly in key IMO-mandated areas. EPDCs can be customized to meet the educational requirements of a particular organization.

The adverse economic situation that is impacting the maritime industry continues to affect the number of EPDCs. In 2017, courses were delivered in China, Germany, the Republic of Korea and Sweden. Six EPDCs were delivered to five clients with 119 participants over 19 training days for a total of 119 training hours. In the previous year, seven EPDCs were delivered to eight clients with 119 participants over 32 days for a total of 177 hours.

English & Study Skills Programme (ESSP) – Malmö, Sweden

A new promotional effort for the ESSP was made in 2016. Open to students joining WMU's standard MSc programme, or to independent students, the 3-month English & Study Skills Programme (ESSP) curriculum is designed to upgrade the English language competencies of the participants to postgraduate level. The programme begins in June and in 2017, 19 per cent of the Malmö MSc students joined the ESSP.



RESEARCH

Research was prioritized in the WMU Strategic Vision Plan 2016-2019. WMU undertakes research work for IMO and other UN agencies, the EU and for maritime organizations and the industry worldwide.

There are currently four research groups established at WMU:

- Maritime Education & Training, Human and Organizational Development (METHOD)
- Maritime Energy (MarEner)
- Marine Environmental Research (MER)
- Maritime Risk and System Safety (MaRiSa)

In 2017, the research groups had continued success in drawing funding from a number of sources for research projects and consultancies. These projects generate significant gross income to WMU and enable the recruitment of research associates and research assistants whose employment costs are met from research contracts. As a result of the research efforts, the University not only contributes valuable knowledge to the maritime community, but also benefits from an enhanced publication record, reputation and international impact. WMU contributed to 17 research projects in 2017 that have a net worth of nearly USD 1.3 million.

In February 2017 WMU signed a research contract with the International Transport Workers' Federation (ITF) regarding the assessment of the technological developments in the global transport sector and their implications on jobs and employment by 2040. The specific focus of this project is an assessment of the implications of the new technologies and automation on jobs and the employment situation in the transport sector and how some of the negative side effects of the implementation of technologies and automation can be mitigated.

Another example of WMU's innovative work is the MarTID global maritime training insights database that was launched in November of 2017. The MarTID database is a historic initiative to study global maritime training practices by providing a global picture of maritime training that is not currently available, offering the global maritime community data on current and emerging training trends and techniques, staffing models, training focus areas, training tools, training resource allocation and assessment practices. MarTID is a non-commercial initiative collaboratively founded by the World Maritime University, New Wave Media and Marine Learning Systems.

The MarTID survey, with survey participation of senior training administrators at vessel operators and maritime training facilities, aims to collect and analyze a broad scope of maritime training data and information, allowing training executives to benchmark training approaches.

MarTID contains anonymized and secure data on industry training practices, focus, and outcomes. It will continually grow in depth and value as a resource through the administration of an annual maritime training practices survey. Every year following the survey, a series of reports will be published broadly.



INTERNATIONAL CONFERENCES & EVENTS

In 2017, WMU organized two international conferences. The International Conference on Maritime Energy Management (MARENER 2017) took place from 24 to 25 January bringing together high-level speakers and over 300 participants from 83 countries to discuss the challenges and opportunities surrounding maritime energy management. The conference addressed the topics of regulatory framework, energy efficient ship design and operation, energy management in ports and shipyards, economics of energy efficiency, social and human dimensions of energy management, theoretical aspects of maritime energy management, and alternative fuels and marine renewable energy including ocean energy. A book of selected peer-reviewed papers is expected to be published in 2018.

The WMU Regional Conference for the Americas took place from 23 to 25 October in Lima, Peru in partnership with the Dirección General de Capitanías y Guardacostas (DICAPI). The three-day event brought together over 200 participants from 22 countries across the Americas to address the topic "Maritime and Port Sectors in the Americas - Challenges and Opportunities in light of the SDGs." The event was the first of its kind in the region and focused on the development of initiatives, strategies and alliances for the advancement of the maritime and port sectors in the region, highlighting the importance of postgraduate maritime and oceans education, research and capacity building for the Americas. As a result of the conference, a WMU Regional Alumni Association for the Americas will be established.

WMU partnered with several organizations on the delivery of events throughout 2017. In collaboration with the Swedish Government WMU hosted on 15 March the seminar "Save Our Ocean: The Ocean Conference and Sustainable Development Goal 14 – Linking Policy, Industry and Education for Sustainable Partnerships."

On 31 March, WMU hosted and co-organized the Swedish-Danish (SweDen) Branch of the Nautical Institute (NI) spring seminar entitled "Challenges of Unmanned Shipping."

From 14-15 August, WMU hosted the "Oceans + Climate Change Governance – Integrating Regulatory Initiatives & Addressing Governance Gaps" Conference in partnership with Berkeley Law, University of California, Law of the Sea Institute, and the Korea Institute of Ocean Science & Technology.

On 26 September, WMU hosted Sweden's World Maritime Day event, in cooperation with the Swedish Maritime Forum, on the 2017 IMO theme, "Connecting Ships, Ports and People."

On 10 October 2017 WMU re-launched the Sheldon Kinney Lecture series established in partnership with the US Friends of WMU. Mr. Christopher J. Wiernicki, Chairman, President and CEO of ABS delivered the 2017 Sheldon Kinney Lecture on the topic "Navigating The New Norm: How Technology, Skills and Expectations Are Shaping Shipping's Future."

WMU also collaborated with the City of Malmö and Kommunenes Internasjonale Miljøorganisasjon (KIMO) on the "Life Below Water" Conference that took place in Malmö from 11 to 13 October with a focus on local implementation of UN SDG 14.

Since 2008, WMU has organized and hosted a range of successful international maritime conferences, often co-hosted with international organizations, such as IMO, UNEP, and the EU. These events attract distinguished keynote speakers and participants from government, industry and academia from around the world.



PUBLICATIONS

Members of the Faculty continued to publish widely in 2017, including chapters in books, contributions to learned journals including many with A/A* ratings, and conference proceedings further enhancing the University's academic status and reputation.

The year 2017 marked the fifteenth year of the WMU Journal of Maritime Affairs (JoMA) which has been published by Springer Verlag since 2012. Since 2014, JoMA also contains a section dedicated to the activities of the International Association of Maritime Universities (IAMU). JoMA has been extremely successful and its expanded global impact is noticeable. JoMA issues were published in January, May and September 2017.

Among others, 2017 also saw the following major WMU publications enter the public domain:

Froholdt, L.L. (Ed.) 2017. Corporate Social Responsibility in the Maritime Industry. (Ed.) Springer Publications.

Visvikis, I. (Ed.) 2017. Shipping Operations Management, WMU Studies in Maritime Affairs Book Series Springer, Germany, September 2017, with P. Panayides.

Murai, K., Leyda, P. Buckley, J. J., Okazaki, T., & Manuel, M. E. (2017). Development of a New Evaluation System for Simulator Training Utilizing Physiological Index [ISBN 978-4-907408-17-6]. Tokyo, Japan: International Association of Maritime Universities.

Inoue, K., Kitada, M., Sakurai, M. (2017). Risk Management No Shinzui [The Essence of Risk Management]. Tokyo: Seizando-Shoten Publishing. ISBN: 978-4-425-98291-2

The Maritime Commons, the digital repository of WMU, is another successful, internationally recognized outlet for WMU publications. With more than 1900 publications and over 15,000 full-text downloads, the World Maritime University scholarship was accessed by 1255 institutions across 166 countries in 2017.



INTERNATIONAL COLLABORATION

Through its membership with the Baltic University Programme and the International Association of Maritime Universities, WMU continued to strengthen its cooperation with maritime universities worldwide. Inter-agency seminars and workshops contributed to an intensified collaboration with UN maritime and oceans stakeholders. Internally, procedures were streamlined to achieve a more strategic approach to partnership development in support of the University's mission and ensuring its long-term financial sustainability. In 2017, 10 Memoranda of Understanding with partners from government, private sector, academia, international organizations and foundations were successfully negotiated, signed and implemented.

HUMAN RESOURCES

IN 2017, THE INTERNATIONAL FACULTY CONSISTED OF 24 FULL-TIME AND 100 VISITING PROFESSORS FROM 32 COUNTRIES.

The WMU Faculty and Administration were strengthened in 2017 with the addition of four new staff members: a Professor, an Associate Professor, an Accountant and a Budget Officer. The University also welcomed four Technical Officers and two Research Associates to support research projects at WMU.

Visiting Professors are an integral part of the academic experience at WMU. In 2017, over 100 Visiting Professors taught in the Malmö MSc programme, many from international organizations including the International Maritime Organization (IMO), the International Labour Organization (ILO), the Food and Agriculture Organization of the United Nations (FAO), the United Nations Division for Ocean Affairs and Law of the Sea (DOALOS), the Intergovernmental Oceanographic Commission of the United Nations Educational, Scientific and Cultural Organization (IOC-UNESCO), and the European Maritime Safety Agency (EMSA).

STAFF GROUP BY GENDER



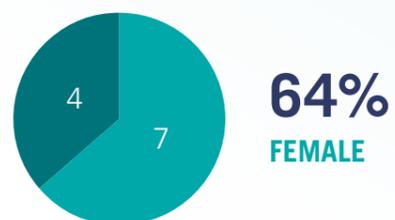
Professional



General Service



Research



CONTRIBUTIONS TO THE UN 2030 SUSTAINABLE DEVELOPMENT AGENDA

The United Nations (UN) 2030 Agenda for Sustainable Development, adopted by the UN General Assembly in 2015, includes a bold set of Sustainable Development Goals (UN SDGs). The 17 goals and their targets are intended, inter alia, to guide the global efforts to end poverty, promote prosperity and well-being for all, protect the environment and address climate change.

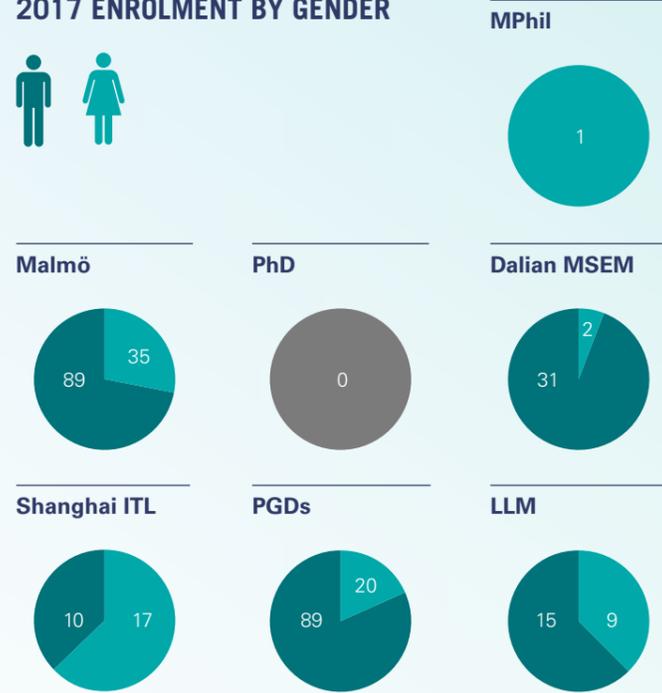
Through its well-established education, capacity building and research agenda and recognizing that all the goals are interrelated and indivisible, in 2017 WMU continued its direct and tangible contribution to the implementation of Global Goals 4, 5, 7, 8, 9, 13, 14, 16 and 17.

In 2017, the Maritime Energy Management, and Ocean Sustainability, Governance and Management specializations programmes had their first graduates. Both programmes were developed in response to the new WMU oceans-related agenda that was approved by the Board of Governors in 2015 on the basis of the Study on the Financial Sustainability of WMU.

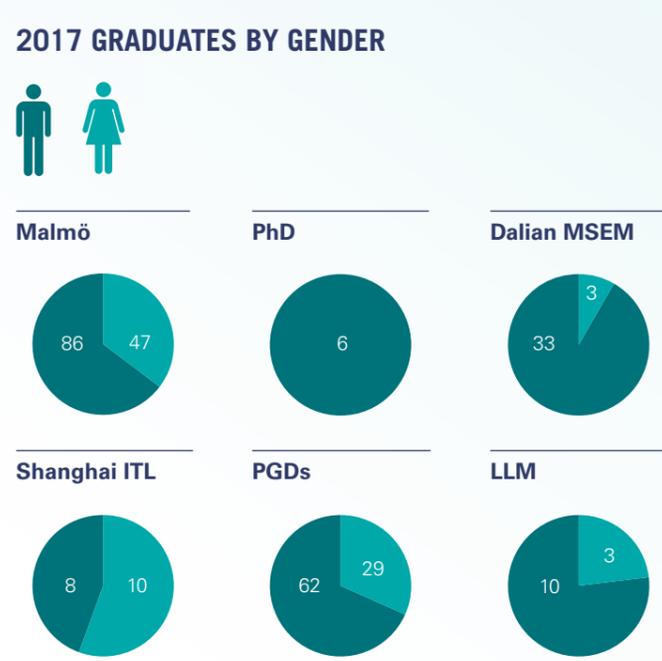
WMU's proactive approach to Goal 5 of the SDGs regarding gender equality and the empowerment of women continued in 2017. Until the late 1990s, female students made up less than 5% of the Malmö intake. A recruitment strategy with strong support from fellowship donors has resulted in the proportion of female students rising to around a third of the annual intake in 2017. In addition, almost a quarter of WMU faculty are female.



2017 ENROLMENT BY GENDER



2017 GRADUATES BY GENDER



INDUSTRY LIAISON GROUP

The shipping industry requires a cadre of well-educated, trained and skilled professionals to support the moving of 80% of the world trade. Mutually beneficial relationships between WMU as the preeminent maritime academic institution and the maritime industry are therefore indispensable.

To facilitate the WMU-industry partnership, it was decided in 2017 that the President, supported by an Advisory Group, should establish an Industry Liaison Group (ILG) involving key industry stakeholders reflecting a wide variety of maritime and oceans industry, value chain actors and expertise. The ILG is to create and strengthen mutually beneficial strategic relationships and partnerships between the university and maritime industry stakeholders, including in the area of research. It is also to serve as an expert information source on key trends and developments in the industry and to further support WMU's mission and its contribution to the UN Sustainable Development Goals.



ENDOWMENT FUND

To build upon the WMU legacy of global leadership in maritime education, research, training and capacity building, the WMU Endowment Fund was established in 2016. It is to provide long-term financial stability and sustainability to support the mission, objectives, functions, operations and academic freedom of the University. Furthermore, the objective of the WMU Endowment Fund is to augment the University's capacity to provide education, training, research, scholarship and capacity building in maritime and ocean related matters for government officials and industry stakeholders, particularly those in developing countries.

In 2017, the Endowment Fund Development and Investment Committees laid the groundwork for the operationalization of the Endowment Fund by developing the Endowment Fund governance structure and key policy documents. The Development Committee also supported WMU in engaging a resources mobilization and communication specialist to develop and implement the fundraising campaign. This will provide capital introduction services to WMU and support the University in the development of a business case and strategic Endowment Fund communication.



FELLOWSHIP DONORS

A limited number of full fellowships are available to Malmö MSc students annually on a competitive basis. Overall, The Nippon Foundation of Japan continues to be the largest fellowship donor to the University with a total of 611 sponsored students, including the 30 Sasakawa Fellows who joined the University in 2017. The IMO provided 15 fellowships in 2017, making it the second largest fellowship donor followed by the Government of Norway, WMU's third largest fellowship donor with 10 fellowships in 2017. The International Transport Workers' Federation Seafarers' Trust (ITF Seafarers' Trust) provided six fellowships to WMU in 2017, bringing the total number of ITF Seafarers' Trust Fellows to 118. Many member States provided support in 2017 by sponsoring their own students, in particular Azerbaijan, Bahrain, Chile, China, Indonesia, the Republic of Korea, Mexico, Panama, the Philippines, Singapore and the Republic of South Africa.

The following donors provided fellowships in 2017

- The Nippon Foundation of Japan (30)**
- International Maritime Organization (15)**
- Government of Norway (10)**
- ITF Seafarers' Trust (6)**
- Government of Germany (5)**
- Government of South Africa (5)**
- TK Foundation (5)**
- Government of the Republic of Korea (4)**
- Orients Fond (4)**
- Stena Rederi AB (2)**
- IMO WMU Women's Association (1)**
- Government of the United Kingdom (1)**
- Busan Port Authority (1)**
- Gard AS (1)**
- World Nuclear Transport Institute (1)**
- Government of The Netherlands (2 half awards)**



DONATIONS IN 2017

Contributions

Government of Sweden
Malmö City
The Nippon Foundation
Government of Bahamas
Government of Canada
Government of Cyprus
Government of Germany
Government of Republic of Korea
Government of Malaysia
Government of Thailand
INMARSAT
DNV GL
WMU Reserve Fund for ERP
& Endowment Activities

Fellowships and Fees

International Maritime Organization

IMO Global Project
IMO WMU Women's Association

Governments

Angola – Maritime & Port Institute Angola
Argentina – Argentine Coast Guard
Chile – Chilean Navy
– Maritime Authority
China
– Dalian Maritime University
– Ministry of Transport
Colombian Navy
DIMAR
Gambia – Ports & Harbours Authority
Ghana – Ghana Education Trust Fund
– Ghana Shippers' Authority
– Ghana Ports & Harbours Authority
Germany – Ministry of Transport
Indonesia Endowment Fund for Education
Kingdom of Bahrain MTT

Republic of Korea
– Busan Port Authority
– Central Government through IMO
– Korea Institute of Maritime
and Fisheries Technology
– Korean Register of Shipping
Mexican Navy
The Netherlands
Nigerian Navy
Norway – Norad
Panama – Institute for the Formation
and Use of Human Resources
Peru Coast Guard
Philippines
– Coast Guard
– Philippine Merchant Marine Academy
– Philippine Ports Authority
Qatar
South Africa – Transport Education
Training Authority
United Kingdom

Industry

Azerbaijan Caspian Shipping Company
British Petroleum Shipping
GARD
Indonesia Port Corporation
International Chamber of Shipping
International Transport Federation
Korea Ship Safety Technology
MITSUI O.S.K. Lines Ltd.
Stena Rederi AB

Non-Governmental Organizations

ITF Seafarers' Trust
Korea Maritime Pilots' Association
The Nippon Foundation
Orients Fond
TK Foundation
World Nuclear Transport Institute

FIELD STUDIES

Students in the Malmö MSc benefit from a unique programme of field studies at host organizations such as shipping companies, port authorities, maritime administrations and other governmental and non-governmental organizations around the world. Cooperation with a range of global institutions offers students a unique opportunity to experience the application of the latest theories and technologies in real-life maritime situations, and to forge bonds with a network of maritime professionals worldwide. Field studies are a highlight of the WMU experience and vary each year by specialization. In 2017, students benefited from the generosity of field study host organizations in Chile, China, Côte d'Ivoire, Denmark, Finland, Germany, Japan, Republic of Korea, The Netherlands, Norway, the Philippines, Poland, Portugal, Singapore, Sweden and the United Kingdom.

HONORARY AWARDS

At the Class of 2017 graduation ceremony on 5 November, WMU's Chancellor and Secretary-General of the International Maritime Organization (IMO), Mr. Kitack Lim, conferred several honorary awards. The award of Honorary Fellow was made to Dr. Mahin Faghfour in recognition of her immense achievements and experience in maritime legislation, multimodal transport and oceans affairs, and of the two decades she imparted her knowledge to generations of WMU students as a Visiting Professor. Honorary Fellow was also awarded in absentia to Dr. Hans Ludwig Beth in recognition of his service to WMU as a Visiting Professor for twenty years, imparting his specialized knowledge of shipping economics and logistics as well as hosting generations of students at the Port of Hamburg for field studies. Mr. Larry Muller and Mr. Ambrose Chu Hin Wong from the Class of 1993 both received the award of Outstanding Alumnus for their unique joint service to the University as composers of the WMU Song, sung across the globe every year since 1992.



FINANCES

The Government of Sweden and the City of Malmö continue to provide considerable support to the University. All donors that provide contributions to the operational budget, student fellowships, Visiting Professors and field study opportunities are greatly appreciated including in-kind contributions that support the financing and core activities of the University.

Financial Outcome (General Fund) for the years 2015 to 2017 (in thousand USD)

Revenue	2015	2016	2017
Donor Contributions	4,464	4,240	5,341
Fellowship and Fees	5,350	5,714	7,075
Commercial and Reserve Generating Activities	1,667	1,590	1,694
Other Revenue	*421	452	512
Total Revenue	11,902	11,997	14,622
Expenditure			
Staff and other Personnel Costs	6,186	6,299	7,619
Travel	443	529	630
Supplies, Consumables and Other Running Costs	1,262	1,047	1,192
Cost of Sales of Inventory	10	9	11
Outsourced Services	405	373	405
Student Direct and Training Costs	2,567	2,596	3,216
Depreciation	213	201	222
Other Expenses	165	465	543
Total Expenses	10,806	11,519	13,838
Surplus	650	478	784
Currency Exchange Difference	447	926	0
Transferred to Reserves	1,097	1,404	784

The 2017 Financial outcome reported total revenue of USD 14.6 million and total expenditure of USD 13.8 million. The total amount transferred to the reserves was USD 0.8 million.

Reserve and Fund Balances (General Fund) as at 31 December 2015 to 2017 (in thousand USD)

	2015	2016	2017
General Fund Reserve as at 1 January	4,513	4,890	6,722
Surplus	1,067	1,404	784
Appropriation from the General Reserve Fund			
Currency Exchange Difference	0	0	-1,533
New President Recruitment Cost	0	0	0
ERP Cost	0	-189	-270
Development Cost for WMU Endowment Fund	0	-36	-86
Total Appropriation	0	-225	-1,889
General Fund Reserve as at 31 December	5,610	6,069	5,617
Working Capital Fund	1,013	930	1,030
Exchange Rate Adjustment Fund	0	0	0
Special Reserve Fund	775	710	1,639
Total Reserves and Fund Balances as at 31 December	7,398	7,709	8,286

The University is steadily building up its Reserve Fund, attributed to the surplus it generated in recent years which is transferred to form part of the Reserve and Fund Balances. The Reserve and Fund Balances of USD 8.3 million corresponds to a 4% increase in the end balance of 2016 of USD 7.7 million.

The Reserve and Fund Balances of USD 8.3 million can cover 67% or 8 months of sustainable support for a calendar year of operation for the University.

Donors	USD 16 million 2017	USD 17 million 2018
Government of Sweden	21%	20%
The Nippon Foundation	16%	18%
Outreach Programme	8%	7%
Government of the Philippines	4%	4%
IMO Global Project	5%	4%
Republic of Korea	2%	2%
Ministry of Transport, China	1%	1%
Ghana Ports and Harbours Authority	1%	0%
Government of Norway	4%	3%
Government of Qatar	1%	0%
ITF Seafarers' Trust	1%	1%
Ministry of Transport, Germany	1%	4%
TK Foundation, UK	2%	2%
American Bureau of Shipping	1%	1%
British Petroleum Shipping	1%	1%
Government of Canada	1%	1%
Stena Rederi AB	1%	1%
INMARSAT	1%	1%
Orients Fond	1%	1%
Others	11%	10%
Malmö City (in-kind, equivalent to)	16%	15%
United States (in-kind, equivalent to)	2%	2%

The 2017 figures are based on the actual receipt of contributions while the 2018 figures represent the forecasted budget for receipt of contributions.

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The World Maritime University was established in 1983 under the auspices of the International Maritime Organization, a specialized agency of the United Nations.