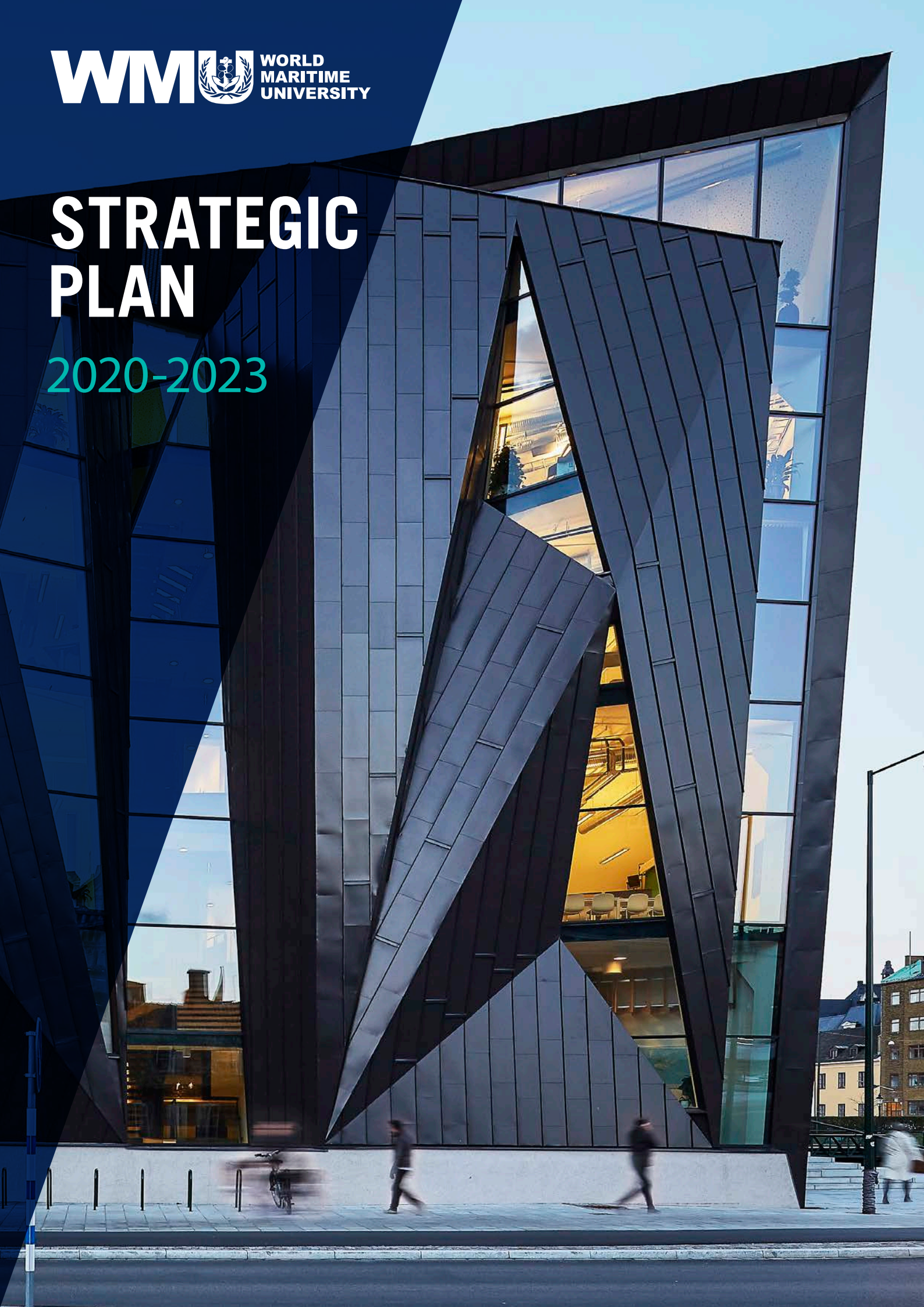


STRATEGIC PLAN

2020-2023



PREFACE



Dr. Cleopatra Doumbia-Henry
President

“THE IMPORTANCE OF THE ROLE OF WMU CANNOT BE UNDERESTIMATED. WE ARE EDUCATING MARITIME AND OCEAN LEADERS, UNDERTAKING MARITIME AND OCEAN RESEARCH AS WELL AS BUILDING GLOBAL CAPACITY IN SUPPORT OF THE UNITED NATIONS SUSTAINABLE DEVELOPMENT AGENDA.”

As President of the World Maritime University (WMU), it gives me great pleasure to present the WMU Strategic Plan 2020-2023 that was approved by the University's Board of Governors at its 38th session in May of 2020.

The plan includes four strategic directions that take into account the strategic directions of the International Maritime Organization (IMO) for 2018 – 2023, as well as the United Nations Sustainable Development Agenda and the related Goals (UN SDGs). WMU continually works toward the achievement of the UN SDGs. They are interwoven across our curricula enabling our graduates to return home with the knowledge and skills required to advance achievement of the UN SDGs within their home countries.

Also included in this Strategic Plan is the WMU Vision Statement: *To inspire leadership and innovation for a sustainable maritime and oceans future.*

This Vision will be a driving force for the University as we continue to fulfill our mission to provide excellence in postgraduate maritime and oceans education and research while building global capacity and promoting sustainable development.

The Strategic Plan sets out four Strategic Directions with specific outcomes outlined. **Strategic Direction 1** focuses on Educating and Fostering Maritime and Ocean Leaders. As of 2020, WMU has over 5,300 graduates from 170 countries and territories. WMU alumni hold positions of prominence around the world, making a significant impact on the maritime and ocean sectors. Maritime trade

constitutes nearly 90 per cent of global trade in goods and commodities, and our alumni are today's and tomorrow's maritime and ocean leaders who are making a difference globally not only for a sustainable future of shipping, but for the planet as a whole.

Strategic Direction 2 focuses on Enhancing Maritime and Ocean Research. WMU continues to influence the maritime and ocean sectors with high level research on cutting-edge topics from how the global transport industry will change as a result of automation and advanced technologies, to empowering women in ocean science and critical issues affecting seafarers. The plan includes WMU's Maritime and Ocean Research Agendas as integral components of the University's work, as well as supporting the PhD programme.

Strategic Direction 3 emphasizes Enhancing Strategic Collaboration and Partnerships with Key Stakeholders. WMU has an incredible reach within the maritime and oceans community that will be further strengthened through collaboration with IMO and its member States, governments, UN agencies and other relevant organizations, as well as maritime and ocean industries. The WMU collaborative network continues to expand and is an invaluable source of information in support of both our academic and research efforts.

Strategic Direction 4 is aimed at Strengthening Financial and Institutional Sustainability - Investing in the Future. The viability of WMU must be ensured through diversifying revenue generation as well as improving organizational efficiency. We will also aim to extend the reach of WMU,

attracting new donors and students, as we “Communicate for Impact”, highlighting our successes and broadly sharing our mission and work.

The importance of the role of WMU cannot be underestimated. We are educating maritime and ocean leaders, undertaking maritime and ocean research as well as building global capacity in support of the United Nations Sustainable Development Agenda. This Strategic Plan will guide our work.

As with our previous strategic plans, I invite all IMO member States, maritime industry stakeholders as well as non-governmental partners and new partners to join us in advancing these new strategic directions in support of sustainable maritime and oceans sectors that respond to the innovations and challenges that are transforming our world. We look forward to engaging with you as we move to operationalize the plan from ideas into action resulting in impactful, tangible outcomes towards achieving these ambitious goals.



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WMU STRATEGIC PLAN 2020-2023



INTRODUCTION

THE WORLD MARITIME UNIVERSITY (WMU) HAS BEEN AT THE SERVICE OF THE GLOBAL MARITIME COMMUNITY FOR THE PAST 37 YEARS, SUPPORTING IT IN PROMOTING SAFE, SECURE, ENVIRONMENTALLY SOUND, EFFICIENT AND SUSTAINABLE SHIPPING ON CLEAN OCEANS. WMU PLAYS A KEY ROLE IN FOSTERING THE “[...] EFFECTIVE IMPLEMENTATION OF IMO INSTRUMENTS, WITH A VIEW TO THEIR UNIVERSAL AND UNIFORM APPLICATION”¹. THIS IS ACCOMPLISHED THROUGH ITS WORLD CLASS POSTGRADUATE EDUCATIONAL PROGRAMME, DISTANCE LEARNING AND EXECUTIVE EDUCATION AS WELL AS ITS ACCLAIMED RESEARCH ACTIVITIES IN THE MARITIME AND OCEANS FIELDS.

It is to be noted that the UN General Assembly (UNGA) at its 74th Session on 10 December 2019, adopted Resolution 74-19 entitled “Oceans and Law of the Sea” and with respect to capacity-building referred to the specific role of WMU². The UNGA Resolution “recognizes the importance of the World Maritime University of the International Maritime Organization, as a centre of excellence for maritime education and research, confirms its effective capacity-building role in the field of maritime transportation, policy, administration, management, safety, security and environmental protection, as well as its role in the international exchange and transfer of knowledge, notes the role of the World Maritime University-Sasakawa Global Ocean Institute, and urges States, intergovernmental organizations and other bodies to make voluntary financial contributions to the University’s Endowment Fund”.

Major disruptions are likely to affect both the maritime and ocean sectors as well as education institutions in the next decade of the 21st century. WMU will need to anticipate, prepare for, adapt, take on and respond to future developments and disruptions³. COVID-19 is example of an unanticipated disruption which WMU has been able to respond to in a timely manner. The WMU Strategic Plan 2020 – 2023 provides for a forward-looking agenda that can be adapted to take into account the changing external

environment and circumstances that might affect the University’s current business model.

There are several major groups of issues that currently have an impact on the maritime and ocean sphere and will continue to shape it for the foreseeable future, particularly in connection with the regulatory and policy environments. Many of these are articulated in the UN SDGs 2030, particularly linked with improving ocean governance, addressing the widespread impact of climate change, as well as the empowerment of women. Other emerging issues include: global peace and security, trade, development, gender equality, migration, poverty and hunger, as well as innovation and technological advancement such as artificial intelligence and automation within the “Fourth Industrial Revolution⁴” which will have a significant impact on maritime and oceans in the future and will shape education and training needs.

The impact of COVID-19 also needs to be taken into account in particular with respect to the academic year 2020 – 2021. In the short term, WMU developed a plan of action to ensure current students are able to complete their degrees on time by utilizing video conferencing tools to keep the classes in session. In addition, many steps were taken early as the pandemic was evolving including: limiting students’ exposure by asking them to remain at the residence and delivering classes online; and providing staff with the option of working from home. All preparations and actions taken by

WMU, combined with regular communication to students and staff, proved fruitful. WMU has also been planning for the long term effects of the pandemic, particularly its effects on the academic year starting in September 2020.

Global developments have brought new opportunities for WMU as there will be an even more important role for maritime and ocean education and training institutions to provide quality programmes and research to help in responding to these developments. WMU, with its more than three decades of academic excellence, specifically focuses on advancing its educational programmes and developing its research capacity to respond to the impact of the issues on its constituencies - the IMO, the UN system and other intergovernmental organizations, governments, especially developing countries, the maritime industry, academic institutions, non-governmental stakeholders and civil society.

As an academic institution that relies on voluntary contributions, and as highlighted in the 2015 Study on Financial Sustainability of WMU, income diversification – as well as growing the WMU Endowment Fund – remain key priorities to ensure continued operational excellence at the University.

The biennial Business Plans, which support implementation of the Strategic Plan, will detail the outcomes to be delivered by WMU. A Biennial Business Plan has been prepared for 2020 – 2021 and will be prepared for 2022 – 2023 in due time. The implementation of each Business Plan will be closely monitored, evaluated and adapted as circumstances dictate. Results-based management processes will be adopted throughout the four-year period in order to ensure that delivery is of a high quality and in line with objectives set out in the Business Plans for the overall achievement of the Strategic Directions.

The WMU 2020 – 2023 Strategic Plan has been prepared taking into account the relevant goals of the UN SDGs 2030, the IMO 2018 – 2023 Strategic Plan and the progress made as well as the lessons learnt by WMU in the implementation of the 2016 – 2019 Strategic Plan. They include issues to be addressed such as climate change, ocean governance, implementation of IMO regulations, gender, facilitation and security of international trade, migration by sea, innovation and advancing technologies such as artificial intelligence and automation, as well as a focus on financial sustainability and the operationalization of the WMU Endowment Fund.

¹ wIMO’s Mission Statement is “to promote safe, secure, environmentally sound, efficient and sustainable shipping through cooperation.” This will be accomplished by adopting the highest practicable standards of maritime safety and security.

² https://www.un.org/en/ga/search/view_doc.asp?symbol=A/RES/74/19, para.31.

³ World Maritime University, Transport 2040: Automation, Technology, Employment - The Future of Work (WMU/ITF, Sweden/London, 2019)

⁴ Klaus Schwab, the Fourth Industrial Revolution (World Economic Forum, Geneva, Switzerland, 2016) See also, World Maritime University, Transport 2040: Automation, Technology, Employment - The Future of Work (WMU/ITF, Sweden/London, 2019)



MISSION & VISION

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.

THE VISION OF WMU IS TO INSPIRE LEADERSHIP AND INNOVATION FOR A SUSTAINABLE MARITIME AND OCEANS FUTURE.

WMU'S OBJECTIVES

WMU was founded on 1 May 1983 by the IMO in recognition of the vital need to establish an international centre of excellence for the advancement of maritime education, research and study, including capacity building, in particular for developing countries. In order to meet the needs of a dynamic maritime sector, WMU expanded over the years the scope of its education and research programmes to encompass ocean studies, external programmes, including distance learning and e-learning and is cooperating with academic institutions and other partners in furthering the objectives of the University.

According to Article 2 (a) of the WMU Charter⁵, the major objective of WMU is to be the lead international post-graduate education and research institution and a centre of excellence for the promotion and advancement of shipping and related fields, including the improvement of maritime safety and security, the protection

of the marine environment, the efficiency of international shipping and other marine and related ocean issues, in furtherance of the purposes and objectives of the United Nations system and, in particular, of the IMO.

In accordance with Article 2 (b) of the Charter, WMU's fundamental objective is to provide the international maritime community, and in particular developing countries, with a centre for advanced maritime and ocean education, research, scholarship and capacity building and an effective means for the sharing and transfer of technology from developed to developing maritime countries, with a view to promoting the achievement, globally, of the highest practicable standards in matters concerning maritime safety and security, efficiency of international shipping, the prevention and control of marine pollution, including air pollution from ships, and other marine and related ocean issues.

⁵WMU Charter adopted by IMO Assembly, resolution A.501 (XII) 20 November 1981, was last revised by the 30th Session of the IMO Assembly (December 2017), IMO Resolution A.1130 (30).

10 CORE VALUES

The World Maritime University's work is based on ten core values:

Leadership

Serve as global maritime leaders in maritime and oceans in postgraduate education, research, training and capacity building

Integrity

Act equitably, impartially, and fairly in all actions

Respect

Behave professionally and earn respect of others, both within and outside the organization

Accountability

Ensure transparency and accountability in actions and outcomes

Collaboration

Develop and maintain effective working relationships and strong partnerships at all levels

Innovation

Treat problem solving and work tasks with ingenuity

Transparency

Encourage open communication and provide access to information

Efficiency

Strive for timely, cost-effective, and accurate results

Compliance

Ensure that policies are implemented and complied with

Sustainability

Support the sustainable development goals and actions relating to the maritime and ocean sectors.



STRATEGIC PLAN

OVERARCHING GUIDING PRINCIPLES

The Strategic Plan 2020 – 2023 envisages a blueprint for the University aimed at strengthening quality education, undertaking cutting edge research and developing effective capacity-building for key constituents, ensuring organizational effectiveness and sustainability, contributing to the implementation of the IMO Strategic Plan 2018 – 2023 and the UN 2030 Agenda for Sustainable Development. The University will further mainstream and integrate gender equality and the empowerment of women in its programme of work.

4 STRATEGIC DIRECTIONS

- 1 EDUCATING AND FOSTERING MARITIME AND OCEAN LEADERS**
- 2 ENHANCING MARITIME AND OCEAN RESEARCH**
- 3 ENHANCING STRATEGIC COLLABORATION AND PARTNERSHIPS WITH KEY STAKEHOLDERS**
- 4 STRENGTHENING FINANCING AND INSTITUTIONAL STABILITY - INVESTING IN THE FUTURE**

STRATEGIC DIRECTION 1

EDUCATING AND FOSTERING MARITIME AND OCEAN LEADERS

In support of its Mission statement, WMU will pursue a quality-oriented and differentiated strategy to implement high quality, relevant and innovative educational programmes. The programmes offered will provide students with a unique experience in a highly diverse community to obtain quality education that is cross-cutting, fit for purpose and is supportive of current and future needs.

The Global Ocean Institute, established in 2018, will provide thematic support in research, education and capacity-building on ocean related topics and their inter-linkages with maritime affairs.

WMU has over time been subject to many reviews in relation to the general academic quality of the programmes of the University and the financial sustainability of the Institution. The most recent comprehensive review in this respect was concluded in 2015 and was focused on the financial sustainability of WMU. This review provided the basis for the expansion of the scope and mandate of the University into ocean affairs. It also contributed to the development of the Maritime and Ocean Research Agendas.

These reviews and the Financial Sustainability Study provide the basis for the next step in WMU's institutional development (The Academic Agenda: WMU@50) – the development of a vision for the further development of its academic offerings over the next 15 years in order to ensure that the University can position itself to optimally respond to continuously changing academic, political, economic, social and environmental developments.

The Academic Agenda WMU@50 outlines a principle-based process approach to be taken during a strategically identified period to determine necessary actions that will ensure that WMU will be "fit for purpose" for the next 15 years.

OUTCOME 1.1 OPTIMIZE STUDENT INTAKE

In order to educate and foster Maritime and Ocean Leaders, in both public and private sectors, who will be the decision-makers, innovators, academics and subject-matter experts, WMU will continue to pursue strategies to optimize the intake of students.

1. It will continue to provide the highest levels of excellence in postgraduate education, research, professional training and capacity building in maritime and ocean related fields.
2. It will ensure that a diverse and multi-national student body gains expertise and knowledge to ensure the effective implementation of, compliance with and effectiveness of IMO instruments, and those of other relevant UN agencies, as well as the efficient and sustainable maritime operations supporting a level playing field in the maritime industry.
3. The impact of COVID-19 needs also to be taken into account in particular with respect to the academic year 2020-2021. Preparations are underway to deliver the classes online as well as in person at WMU in Malmö. Training Maritime and Ocean leaders must continue to be delivered with the necessary measures in place because of the pandemic.

OUTCOME 1.2 DELIVER HIGH QUALITY AND RELEVANT TEACHING TO ENHANCE KNOWLEDGE AND COMPETENCE

Over the next four years, WMU will continue to mainstream the relevant UN SDGs in the design of its educational programmes. WMU will take into account the impact of COVID-19 as well as the necessary steps to ensure high quality teaching takes place either on campus or online particularly for the academic year beginning in September 2020.

WMU will continue to provide world class education with its highly diverse, competent and experienced Faculty and non-resident experts as visiting lecturers from IMO, UN organizations, Academia and the Industry to enhance the student experience and to ensure they are intellectually challenged to develop their capacities and competencies to be effective change agents, and contribute effectively to the institutions and organizations they will serve.

WMU's curriculum will be constantly updated to ensure its relevance, and responsiveness to today's needs and for the future, taking into account maritime and ocean regulatory and technological developments. The MSc Degree programme, in particular, will continue to provide a distinct educational framework for maritime policy and the IMO system of maritime governance, delivering education in all areas relevant to ships, ports, people, and the blue economy and in particular for stakeholders from developing countries. WMU will continue to adopt innovative tools for the design of its curricula as well as for student assessments.

For a number of years, WMU has addressed issues of corporate social responsibility (CSR) in a range of themes and activities. Several courses on the subject have been delivered to our MSc students, targeting the maritime and ocean industries. WMU has also delivered consultancies on the subject for industry and government clients. A number of academic publications have been written by WMU Faculty and researchers under this theme.

In the coming four years, WMU will continue to address CSR, which has become one of the core subjects of its syllabus. A major deployment of WMU's efforts is continued

participation in ongoing anti-corruption campaigns⁶. WMU is a member of the Cross-industry Working Group Tackling Maritime Corruption and attends IMO's committees addressing the subject, notably, the Facilitation Committee.

CSR is also a key component in achieving a number of the United Nations Sustainable Development Goals (UN SDGs), including Goal 4 (quality education), Goal 5 (gender equality), Goal 7 (energy efficiency), Goal 8 (decent work), Goal 12 (responsible consumption and production), Goal 13 (climate actions), Goal 14 (ocean), and Goal 16 (justice) and in particular Goal 17 (partnerships for the goals). The latter highlights the role stakeholders (including through CSR) have to play together to achieve all the other goals. WMU will continue to address CSR in various contexts of the UN SDGs through lectures, seminars, conferences, and research.

OUTCOME 1.3 ENHANCE STUDENT EXPERIENCE TO SUPPORT STUDENT SUCCESS

The Field Study experience underpins the distinctive approach of WMU to continue to offer its students the unique opportunities to experience the work of the IMO, the UN, academia, national maritime administrations,

⁶ See A.P. Moller-Maersk A/S Sustainability Report 2016 which refers to WMU's work on anti-corruption. WMU is also represented at the Cross-industry Working Group on Tackling Maritime Corruption (co-chaired by the ICS and MACN) and the IMO Correspondence Group mandated to develop Guidance to Address Maritime Corruption.



and the industry thereby further consolidating the knowledge gained in the classroom. WMU strives to ensure equal opportunity for its students and respect for diversity and inclusion. The University will allocate adequate resources to provide high quality student services, as well as access to the University Library, laboratory and other administrative services.

WMU will continue to empower the student leadership through the Student Council and encourage as well as support relevant student activities. WMU is working closely with the student leadership on matters relating to COVID-19.

OUTCOME 1.4 PROMOTE INNOVATIVE AND LIFE-LONG LEARNING

With the evolving technological advancement and increasing demand for digital learning, WMU will amplify its programme offerings to provide innovative and life-long learning solutions for both distance- and mobile-learning to complement its classroom-based teaching programmes. This will include flexible solutions such as in-class, blended and distance/online learning for its international outreach programme to meet the needs of its constituencies. The demand for online learning might increase due to the COVID-19 pandemic. WMU is prepared to increase its offerings in support of governments and the industry.

OUTCOME 1.5 AUGMENT PROFESSIONAL CAPACITY-BUILDING

WMU will continue to offer tailor-made and fit for purpose professional development training solutions to its constituencies. Building on its vast experience in professional development, especially in the development of managers and leaders at the executive and mid-career levels, WMU will further enhance its reputation in providing the best solutions based on the requirements of constituents to update, develop, and disseminate knowledge.

WMU will continue to offer other non-degree programmes such as the English and Study Skills Programme to strengthen the English language competencies and develop the necessary skills for prospective students to be able to follow a postgraduate level programme successfully.

OUTCOME 1.6 STRENGTHEN THE ALUMNI COMMUNITY FOR A LIFE-LONG ENGAGEMENT WITH WMU

WMU will strengthen its alumni network by putting in place a Global Alumni Network bringing together the national and regional alumni networks considering that WMU's alumni come today from 170 countries. This Alumni Network, working through and with

their national and regional Alumni chapters and the events they organize, can mobilize in support of their Alma Mater. WMU will support a series of alumni events and activities at the global, regional and national levels to ensure that every alumnus will have the opportunity to stay connected with the University.

OUTCOME 1.7 ENSURE THAT STUDENTS GRADUATE WITH DEGREES THAT ARE RECOGNIZED WORLD-WIDE

WMU will continue to work with the Swedish authorities on its accreditation by the Swedish government so that its degrees are recognized world-wide. WMU has already established the compulsory dissertation to satisfy one of the requirements towards full Swedish accreditation. Following consultations with the Swedish Government authorities, WMU submitted in October 2019 an application for Swedish accreditation. WMU undertook, in March 2020, and completed the review for its re-accreditation by ZEvA. WMU was successfully re-accredited by ZEvA for the next six years.

STRATEGIC DIRECTION 2

ENHANCING MARITIME AND OCEAN RESEARCH

The WMU Maritime Research Agenda⁷ and the Global Ocean Research Agenda⁸ are integral components of the Strategic Plan 2020 – 2023. These two inter-related Agendas will be the implementation mechanisms for this strategic direction. Both Agendas will support the Maritime-Ocean nexus through research activities, building on a broad range of research that has been conducted to date and adding value.

OUTCOME 2.1 FOCUS ON EXCELLENCE AS A LEADING INSTITUTION IN MARITIME AND OCEAN RESEARCH

The 2020 – 2023 Strategic Plan will build on the achievements of the current Strategic Plan 2016 – 2019. It will seek to ensure that WMU is recognized as a reputed think tank on and for maritime and ocean related issues for its key constituencies, namely, IMO, UN, EU, member States, academic institutions, industry, non-governmental organizations and civil society institutions, through its high quality and relevant research activities.

The University will carry out value added, policy and technologically driven research for maritime and ocean-related stakeholders and key value chain actors, including classification societies, insurance and P+I clubs, financial services companies, ship management companies and ports, among others. The outcomes of the research activities, including with respect to relevant digital and other technologies, will be integrated into the new curricula.

OUTCOME 2.2 STRENGTHEN MARITIME RESEARCH

WMU has implemented a maritime research agenda which includes the development of a market intelligence research platform, with a focus on new and disruptive technologies that are affecting or will impact the maritime sector, thereby directly responding to industry and market needs. The University will create synergies among its faculty and researchers, and mobilize its partnerships with research centres, universities, industry and WMU alumni. Its research will also support its

strategic relationship with IMO and the UN system. A number of research themes have been identified as areas within which the University will seek to achieve and maintain excellence. These research focus areas are: 1) Maritime Energy Management; 2) Maritime and Marine Technology and Innovation; 3) Maritime Economics and Business; 4) Maritime Social and Labour Governance; 5) Maritime Law, Policy and Governance; 6) Maritime Safety and Security; 7) Maritime Education and Training, and 8) Environmental impact of maritime activities.

WMU will maintain a multi-stakeholder platform that will constitute a unique knowledge hub. It will strengthen its analytical capability to anticipate, collect, manage and report on developments in the industry and ensure that WMU is perceived and recognized as an important centre of knowledge and expertise on maritime and ocean related issues.

OUTCOME 2.3 AUGMENT OCEAN RESEARCH

The WMU-Sasakawa Global Ocean Institute will advance the ocean research portfolio that is cross-sectoral, interdisciplinary and trans-regional in scope. As a centre of excellence, it will promote and facilitate the informed exchange of knowledge and expertise to improve ocean governance, policy and regulation at global, regional and national levels.

WMU will implement the ocean research agenda which includes research priorities on topics such as Emerging Challenges in Ocean Governance; Navigational Rights, Freedoms, Safety and Security; Deep Blue – Capacity Development and Biodiversity Beyond National Jurisdiction; Oceans and Climate Action and the 2030 Agenda; Blue Limits: Spatial Governance of Ocean Space; Marine Debris, Sargassum and Marine Special Planning; and Empowering Women for the Decade of Ocean Science.

The Institute is 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, 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, supported by evidence-

based research, educational programmes and capacity building. Research outputs of the Institute will enhance the capacity of all stakeholders to implement legal requirements and policies.

OUTCOME 2.4 PROMOTE THE PHD PROGRAMME

WMU will further promote its PhD programme which offers candidates the opportunity to conduct leading edge and quality research across the maritime and oceans fields, with an emphasis on issues related to the mission of IMO, including on maritime governance, maritime safety, security and environmental protection, ocean governance and the blue economy as well as climate change. The University will continue to enhance its distinct advantage to offer candidates unrivalled access to international maritime and ocean experts both inside and outside academia, and to organizations and academic institutions working at the forefront of research and development. WMU has expanded its PhD programme to include Ocean Governance.



⁷ See WMUEB26/6(b) The Maritime Research Agenda

⁸ See WMUEB 26/6(c) The Ocean Research Agenda

STRATEGIC DIRECTION 3

ENHANCING STRATEGIC COLLABORATION AND PARTNERSHIPS WITH KEY STAKEHOLDERS

In this Strategic Plan, WMU will leverage its strategic collaboration and partnerships developed with its key constituencies with whom it engaged on the Strategic Plan 2016 – 2019. It will continue to amplify strategic collaboration and partnership especially with IMO and its member States, relevant UN system organizations and intergovernmental organizations (such as the EU), academic institutions, foundations, national agencies, non-governmental organizations, civil society institutions, as well as the maritime and ocean industries. It will be essential to ensure the uptake of WMU's recommendations by its key constituencies. WMU will benefit from strategic collaborations and partnerships to expand its impact.

OUTCOME 3.1 ENHANCE STRATEGIC COLLABORATION WITH IMO AND ITS MEMBER STATES

The close collaboration with IMO in the framework of the 2020–2023 Strategic Plan will be further enhanced to ensure the widest possible adoption and the uniform implementation by IMO member States of the IMO instruments, as well as creating synergies as appropriate. WMU will strengthen its cooperation with IMO as a resource and think tank for the Organization and its member States. It will continue to provide and upscale its assistance on maritime and ocean related education, capacity building, research and professional development, including designing model courses, supporting capacity building for maritime administrations and delivering special training programmes, as well as advisory services on behalf of IMO for its member States for the ratification and effective implementation of IMO instruments.

OUTCOME 3.2 STRENGTHEN STRATEGIC PARTNERSHIPS WITH GOVERNMENTS, UN SYSTEM ORGANIZATIONS AND OTHER RELEVANT INSTITUTIONS

WMU will continue to engage with the EU, other intergovernmental organizations, academic institutions and universities, industry, foundations, non-governmental organizations and other civil society institutions.

WMU will harness its existing and effective partnerships with the relevant UN system organizations to advance its contributions to the implementation of the UN 2030 Agenda for Sustainable Development. In the next four years, WMU will focus on the implementation of the partnership agreements it has signed with organizations in a coordinated and cooperative manner. This includes, the International Labour Organization (ILO), the International Ocean Commission of UNESCO, the International Food and Agriculture Organization (FAO), the International Seabed Authority (ISA), and the United Nations Environment Programme (UNEP).

WMU will also strengthen its strategic and mutually supportive partnerships with Governments, other intergovernmental organizations, the EU, academic institutions and universities, foundations, non-governmental organizations and other civil society institutions. WMU will actively engage with these institutions to create shared value and provide quality academic solutions for education, research, capacity building and professional development. The effectiveness of these partnerships will be periodically evaluated.

OUTCOME 3.3 FORGE ENGAGEMENTS WITH THE MARITIME AND OCEAN INDUSTRIES

Since its inception, WMU has been focused on the global maritime industry and its value chain. The intention is to deepen the relationship between the University and the maritime and ocean industry. The Board of Governors has approved the setting up of an Industry Liaison Group (ILG) to: create and strengthen mutually beneficial strategic relationships and partnerships between the University and maritime industry stakeholders; serve as an expert information source on key trends and developments; and support WMU's mission, programmes and its long-term sustainability. The ILG will be taken forward during the period of this Strategic Plan.

STRATEGIC DIRECTION 4

STRENGTHENING FINANCIAL AND INSTITUTIONAL SUSTAINABILITY – INVESTING IN THE FUTURE

WMU will continue to be diligent in maintaining a strong focus on resource mobilization for its Endowment Fund, operations and fellowships. The Stewards of the Sea campaign will provide impetus for resource mobilization. During the period of the Strategic Plan 2020 – 2023, WMU will ensure steady growth in its revenue and increase its donor base. It will continue to strengthen its capacity to mobilize and attract funding for the University from a wide range of sources, public and private, in order to ensure WMU's long-term financial sustainability in support of its mission and vision to educate, undertake research, and build global maritime and ocean capacity of the current and future maritime and ocean leaders while supporting sustainable development.

The COVID-19 pandemic has presented a challenge in engaging with new donors. However, WMU is developing its plans to be ready to re-engage with donors at the first opportunity to take the fundraising efforts forward. The pandemic will delay the diversification of revenue generation and the increase in the Reserves and Endowment Fund.

To ensure a resource sustainable WMU, the University will continue to streamline, better allocate and manage its internal resources in support of its mission, strategic goals and academic programmes. WMU will continue to improve its organizational efficiency and effectiveness, measuring progress through performance indicators.

OUTCOME 4.1 DIVERSIFY THE GENERATION OF REVENUE

WMU will continue to seek a wider diversification of its revenue streams. This will be achieved through:

- mobilizing a broader range of fellowship sponsors;
- strengthening existing programmes and developing relevant, innovative and cost-effective educational programmes, on-demand distance learning programmes and Executive Professional Development Courses;



- increasing on-demand research activities that respond to current day and future challenges on maritime and ocean matters;
- aligning with the international best practices on the management of donated funds; and
- growing the WMU Endowment Fund, operationalized during the previous Strategic Plan period, with the aim of advancing realistic targets during the 2020 – 2023 Strategic Plan.

In 2019, WMU received funding from repeat donors, first-time donors, and some are one time donors. The WMU funding model is currently and mainly based on donations and students’ tuition and fees. The strategy WMU will follow to attain financial sustainability will be based on ensuring repeat donors continue to provide funding to WMU at the same level they provided in 2019 or increase their funding levels; help first time donors understand the value of their donation and bring them on board to become repeat donors; identify new donors who can help WMU achieve at least one year’s reserve and increase the Endowment Fund to enable WMU to achieve long-term financial independence; and increase sponsored and self-funded students attending WMU both for the MSc and PhD programmes as well as PGDip and international programmes. The ability to attract self-funded students is partially dependent on academic accreditation of WMU by the Government of Sweden which is currently ongoing.

OUTCOME 4.2 IMPROVE ORGANIZATIONAL EFFICIENCY AND EFFECTIVENESS

WMU will continue to improve its organizational efficiency by implementing the best operational practices across the UN system, including IMO. WMU will aim to mainstream the concept of value for money and apply relevant measures such as the utilization of the Enterprise Resource Planning (ERP) system to reduce transaction costs and lower its cost base to ensure lean and efficient operations.

The University will enhance its decision-making and reporting by capturing and analysing strategic data using innovative technological tools such as business analytics and artificial intelligence systems and features.

WMU will manage risks by periodically updating its Risk Register and Risk Management Plan using the Enterprise Risk Management (ERM) tool. The University will strive to take the necessary and relevant measures to mitigate its risks.

In the Strategic Plan 2020 – 2023, WMU will continue to ensure that talent with the right skills and competencies are recruited, retained and developed. The success of

the University depends on the contribution of every Staff member. WMU will further provide opportunities for Staff development to strengthen institutional capacities to achieve the mission of the University.

WMU will also enhance its knowledge and information systems and strengthen its Information Communication Technology (ICT) governance to aid the effective delivery of its programme of work. The University library will continue to innovate and play an important role in supporting students and Faculty with respect to the academic programmes and WMU’s expanded Maritime and Oceans agenda, including research, through collection management, reference services, information literacy training, information aggregation, and open access publishing.

OUTCOME 4.3 COMMUNICATIONS, BRANDING AND MARKETING

In the world of digitalization, communications, branding and marketing are key strategies and approaches to ensure the fulfilment of WMU’s mission, as well as to attract donor contributions. WMU will strengthen its communications and marketing functions to increase visibility and influence, as well as advance its brand and presence. WMU will apply the “Communicate for Impact” strategy to highlight its contribution and success stories, raise awareness and disseminate its messages.

CONCLUSION

The Strategic Plan 2020 – 2023 incorporates ongoing elements of the Strategic Plan 2016 – 2019 that strengthened the focus on the University’s academic offerings and research capabilities, expanding to ocean matters, diversifying the generation of revenue including with respect to the growth of the Endowment Fund, and finding new ways of collaboration while also further strengthening collaboration with IMO and maritime stakeholders.

WMU is continually focused on supporting IMO member States and maritime and ocean industry stakeholders in the implementation of the UN SDGs. The University’s Strategic Plan and associated Business Plans are fully aligned with the UN 2030 Agenda. The Goals of particular significance to WMU include 4, 5, 7, 8, 9, 13, 14, 16 and 17.

The year 2020 has been unprecedented with the COVID-19 pandemic and its effects on today’s global society. It is reshaping the world socially and economically. Shipping is vital for the transport of goods and cargo, keeping countries supplied and fed, and delivering the medical and other equipment needed to keep economies afloat. The pandemic is having a significant impact on shipping worldwide including delays, roll-overs, unpredictable,

volatile and reduced demand, and diminished service networks. Over 400,000 seafarers have found themselves for many months now on board ships well in excess of the required maximum period of 11 months. In this ever-changing landscape, WMU’s capacity-building mission is more critical than ever as we educate the maritime and ocean leaders who will utilize their skills in the service of rebuilding the international maritime community.

By implementing the strategies contained in this document as well as the bi-annual WMU Business Plans, WMU will work towards operationalizing its objectives, recognizing that the impact of COVID-19 must continually be evaluated and taken into account accordingly, as well as any other internal or external conditions that may affect the University. WMU is ready to meet and respond to these challenges and opportunities to ensure the continued relevance and strategic position of the University well into the future. Through focus and dedication, WMU will continue to fulfill its capacity-building mission of educating maritime and ocean leaders and conducting essential research that supports the expectations and sustainability of the maritime and ocean community to which it is dedicated.



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