

COUNCIL  
110th session  
Agenda item 15

C 110/15(a)  
29 May 2013  
Original: ENGLISH

**WORLD MARITIME UNIVERSITY**

**(a) Report of the Board of Governors**

**Note by the Secretary-General**

**SUMMARY**

*Executive summary:* This document reports on the University's operations in 2012

*Strategic direction:* 3

*High-level action:* 3.1.3

*Planned output:* 3.1.3.1

*Action to be taken:* Paragraph 18

*Related documents:* C 108/12(b), C 108/12(c) and C 108/12(d)

1 The Charter of the World Maritime University provides that the Board of Governors submits to the Council, through the Secretary-General, an annual report on the work of the University. The report covering the 2012 calendar year is provided at annex.

2 The Secretary-General wishes to express appreciation to all members of the Board of Governors for their contribution to the work of the University during the period under review.

3 As the Council is aware, the University is, to a great extent, financed by contributions from a relatively small number of countries and organizations; and, in this regard, the Secretary-General, in addition to recognizing the contribution of them all, wishes to reiterate the Organization's particular gratitude to the Government of Sweden and the City of Malmö for their generous support of the University and the hospitality its students enjoy throughout their stay in Malmö.

4 The contributions to the finances of the University of the Nippon Foundation and the Ocean Policy Research Foundation of Japan; the International Transport Workers' Federation; Inmarsat Global Ltd.; the TK Foundation; and the Governments of Canada and the Republic of Korea are also recognized with great appreciation. Thanks are also extended to all other Governments and organizations that support the University financially or provide fellowships

and field study opportunities or make other donations. Appreciation is also owed to the visiting professors and the field studies providers, who contribute considerably to the quality of studies provided by the University.

5 WMU has become a recognized frontrunner in the maritime world, instilling principles of best practice and setting high standards in its graduates. This report amply demonstrates that the University continues to be a global centre of excellence for advanced maritime education and research, providing, through international cooperation, high-quality capacity-building, research and services to the global maritime community.

6 The Council will recall that the University's financial vulnerability was brought into sharp focus in 2008 and 2009 following the termination of funding by certain long-standing donors. In 2010, there were substantial efforts made by the management and personnel to reduce costs and attract more revenue from a variety of sources. In 2011, these efforts bore substantial fruit and the effect remains stable in 2012. The University's income stream rose by €2 million between 2010 and 2012, and WMU ended 2012 with an operational surplus of €1,037,000. The University is vigorously continuing to increase and extend its efforts to reach financial sustainability.

7 It remains a matter of continuing concern to both the Board of Governors and the Executive Board that the University should replenish its financial reserves, which were so severely depleted in 2008 and 2009. WMU's management has been instructed by both Governing Bodies that working towards a reserves target of the equivalent of one year's operational expenditure is a priority for the coming years, presently ca. €10 million. It is also essential that the University accumulate funding and grants-in-kind to cover the costs of the move to its new building in 2014.

8 The Council will recall the adoption of resolutions A.933(22) and A.1031(26) on the University's financial sustainability. Discussion to identify potential sources of sustainable funding was not resolved by the correspondence group established by the Council, and thus the issue of long-term sustainable funding for WMU remains a priority that needs to be resolved.

9 The Council will recall that, at the twenty-seventh session of IMO Assembly in November 2011, it was resolved that 5 per cent of the "not less than 80%" Trading Fund in-year surplus transferred to the Technical Co-operation Fund be ring-fenced to support the finances of WMU, until such time as the Council recommends to the Assembly other measures for the future sustainable funding of the University. This resolution provided approximately £180,000 to WMU in 2012 and is expected to provide in the region of £235,000 in 2013. The Board of Governors regards this source of funding for the University as vital, if WMU is to be able to continue to re-build its severely depleted reserves. It is also very important as a demonstration of support from the international community for WMU's vital capacity-building effort.

10 The Secretary-General appreciates the efforts of the President and his management team to improve the financial situation of the University and welcomes, in particular, the significant increase in the University's revenue during 2012, which resulted in a surplus being achieved in both 2011 and 2012.

11 However, the University has ambitious plans to strengthen the teaching and research capabilities of the staff and, pursuant to this, the Board of Governors has recently endorsed a proposal to move towards salary conditions similar to those of the United Nations, including the mechanism for post adjustment, in addition to reverting back to the US dollar as the currency basis for salaries to ensure that conditions of employment for staff

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are attractive enough to recruit and retain high calibre teaching and administrative staff. Inevitably, these factors have the impact of pushing up staffing costs.

12 Concurrently, however, there has been no significant progress on the development of the planned endowment fund and the long-term financial sustainability of the University is still a matter of concern.

13 In the circumstances, the decision of the Board of Governors, based on the recommendation of the Executive Board, which aims to build a total reserve balance equal to one year's expenditure, is commendable.

14 As provided in paragraph 44 of the attached report of the Board of Governors, the Council is urged to continue the current mechanism of financial support from IMO's Technical Co-operation Fund and the Council is invited to renew its previous agreement to support the finances of the University as an interim measure.

15 The Secretary-General is of the view that, in order to improve the financial basis of the University, the current mechanism of ring-fencing 5 per cent of not less than 80 per cent of the IMO Trading Fund's in-year surplus, which is allocated for the Technical Co-operation Fund, should be continued only with a view to supporting the University in building up a sufficient financial reserve balance, as referred to in paragraph 14 above, and provided that a special Reserve Fund is established in the University for that purpose.

16 The Secretary-General is of the view that this new mechanism would replace the current arrangement for financial support from IMO and, if agreed, the Council might wish to recommend the new mechanism as one of the "other measures" for the future sustainable funding of the University, as referred to in operative paragraph 3 of Assembly resolution A.1039(27).

17 The Secretary-General is also of the opinion that the above financial contribution to build up the reserve fund of the University should be approved for 2014 and 2015 and that the spring session of the Council in 2015 should evaluate the financial situation of the University with a view to taking a decision as to whether this scheme should be extended to 2016 and 2017. In this context, the Board of Governors should be requested to carry out a study on the financial sustainability of the University and submit the report for consideration of the spring session of the Council in 2015.

#### **Action requested of the Council**

18 The Council is invited to take note of the annexed draft Report of the Board of Governors of the World Maritime University for the calendar year 2012, to comment as it deems appropriate, and:

- .1 approve the continuation of financial support as described in paragraph 16 above; and
- .2 recommend to the Assembly approval of the proposed new mechanism of financial support when considering the results-based budget of the Organization for the 2014-2015 biennium.

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## ANNEX

### REPORT OF THE BOARD OF GOVERNORS OF THE WORLD MARITIME UNIVERSITY ON ITS WORK DURING THE 2012 CALENDAR YEAR

#### Introduction

1 This is the twenty-ninth Annual Report of the Board of Governors of the University, covering the 2012 calendar year. The Board of Governors takes this opportunity to express its appreciation for the work of the Executive Board throughout 2012.

2 This report details the key events of 2012, a year of consolidation for the University. WMU continued to operate from a sound academic and financial footing, working to rebuild its financial reserves, and to continue to establish WMU as a centre of academic and professional excellence for the whole maritime world.

#### Governance and Management

3 The Board of Governors was pleased to welcome Mr. Koji Sekimizu, the Secretary-General of IMO and ex officio Governor, to the thirtieth session, held in Malmö on 8 May 2012. The Board also paid tribute to the retiring Chancellor, Mr. E.E. Mitropoulos, whose vision, inspiration, dedication and leadership had resulted in very substantial achievements over the previous eight years, including the new Charter and the response to the University's financial crisis. The 108th session of IMO Council appointed Mr. Sekimizu as Chancellor from 1 July 2012, while Mr. Mitropoulos was appointed as Chancellor Emeritus.

4 The Executive Board met twice in 2012, on 10 April and on 14 September 2012 in Malmö, and held a meeting by correspondence in November. The members of the Board of Governors and the Executive Board for 2012 are listed in attachment 1.

5 The University management continued to develop its strategic management instruments. During its thirtieth session, the Board of Governors approved a new Professional Development Course (PDC) Strategic Framework and the Registry Plan 2012-2015. The implementation of both plans was well underway in the second half of 2012, and the appointment of Associate Professor Ilias Visvikis as Director of Executive and Professional Development has provided fresh leadership in this area, so important for both revenue and capacity-building.

6 At that session, the Board of Governors also unanimously approved the proposal of the Secretary-General that Dr. C.P. Srivastava be honoured by making him the first-ever Honorary Life Member of the Board, in acknowledgement of the University's indebtedness towards Dr. Srivastava as a Founding Father of the World Maritime University.

7 The Board of Governors also instructed the University to move towards UN employment conditions, as the financial situation should permit. The Board understands that this may take some time, especially in areas where there is a cost implication, but has emphasized the importance of WMU being able to offer a reasonable remuneration package, to allow international recruitment.

8 Overall, therefore, 2012 was a solidly successful year for the governance and management of WMU. The University is in safe hands, under the leadership of the new Chancellor, is continuing to make good progress towards a sustainable future, and is seeing solid achievements accrue.

### **New University premises**

9 In 2010, the City of Malmö agreed to provide the University with new premises, Tornhuset, an important Malmö landmark building dating from 1910, which was originally the headquarters of the Malmö Harbour Administration.

10 The historic building will be supplemented by a substantial extension, designed by the Danish architect Kim Utzon, in collaboration with his Australian partner, Tyrone James Cobcroft. The Board of Governors is most grateful to the City of Malmö for offering to bear the direct and indirect costs associated with the move to the new premises, including the building of the extension; the existing provisions of the agreement with the City for the current building, such as the lease being free of charge and all costs of maintenance, repairs and operations being met by the City, will also apply to the new premises.

11 The foundation stones for the extension were laid on 7 May 2012, the day before the Board of Governors meeting; bricks were laid by WMU's Chancellor, Mr. E.E. Mitropoulos; the Secretary-General of IMO, Mr. Koji Sekimizu; the Chairman of the Malmö City Executive Board, Mr. Ilmar Reepalu; and WMU's President, Dr. Björn Kjerfve.

12 The move to the University's new home is currently scheduled for the end of 2014, and the fund-raising campaign to provide the building with state-of-the-art IT and other equipment has continued to attract contributions throughout 2012.

### **Taught Programme Enrolments**

13 The streamlined 14-month M.Sc. programme is proving to be attractive to students and cost-effective for the University, donors, and sponsors. Enrolments in 2012 were made up of: 106 on the Malmö M.Sc. (three granted advanced standing to join the Class of 2012, and 103 on the standard programme in the Class of 2013); 32 in Shanghai; 41 in Dalian; and 31 by distance learning. These figures are in every case an increase on the previous year's enrolments.

14 The joint WMU/Lund University LL.M. programme was terminated in 2012 by Lund University because of new Swedish rules for tuition payments by students from non-EU countries.

15 The across-the-board increases in the annual intakes to each taught programme confirmed the attractiveness of the programme portfolio, indicating that WMU continues to meet the needs of the market, despite the background of continued global financial uncertainty.

16 The proportion of M.Sc. students in Malmö who are funded by their employer, Government, or from personal resources, is a solid indicator of the University's financial health: that ratio maintained its previous high level in 2012 at just over 47 per cent (as an indicator of the trend, the proportion for previous years was 50% in 2011, 41% in 2010, 38% in 2009, 16% in 2008, and 15% in 2007). All the students enrolled in the programmes taught in Dalian and Shanghai and the distance-learning programme are fully funded, either by companies, Governments or by the students themselves.

17 A total of 53 new fellowships for the Malmö M.Sc. programme were given by donors in 2012, as compared with 52 in 2011, 60 in 2010 and 47 in 2009. It may be noted that all students are funded by either external donors, a sponsor or, in the case of 6 students, from personal resources. IMO provided six new fellowship awards in 2012 under its Programme for Capacity-Building and Training.

18 The Board of Governors, at its meeting in June 2009, had been informed that the University had budgeted for an annual intake of 94 in 2010 and that, with prudent management, the desired intake of 100 could be re-established by 2012-2013. The Board is, therefore, very pleased to report that this target has continued to be met.

19 WMU continued to offer a range of short-term, non-degree Professional Development Courses (PDCs), in Malmö and at other destinations convenient to the client. However, as the PDC framework was being completely overhauled, the number of PDCs offered in 2012 was smaller than in previous years, raising a modest revenue for the University. The programme has been completely re-developed during 2012, and it is expected that, from 2013 onwards, the number of participants will rise sharply.

20 The Board of Governors would like to express its deep gratitude to established fellowship donors, including the Ocean Policy Research Foundation of Japan; the Governments of Germany and the Republic of Korea; the International Transport Workers' Federation; the TK Foundation; the American Bureau of Shipping; BP Shipping; Gard AS; the European Union's SAFEMED project; and the International Chamber of Shipping; as well as to new donors in 2012: The Lloyd's Register Educational Trust and the Orients Fond of Denmark.

#### **Ph.D. Programme**

21 To streamline the management of the research and to coordinate the Ph.D. programme with other WMU activities, the administration of research has been strengthened since 2010. The structure of the Ph.D. programme was revised in 2011, making it more flexible and aligning it with the common European system.

22 This revised structure and substantially increased marketing efforts during 2011 paid off in 2012, with five new Ph.D. registrations by outstanding candidates, compared with three new registrations in 2011. The increased marketing of the Ph.D. programme continued in 2012, with a significant section in the Academic Handbook for 2013 entry, an updated dedicated leaflet, an improved section on the website, and new listings on recruitment portals. Nine doctoral students have graduated to date, one of them in 2012.

23 In 2012, the University was invited to take part as a host institution in the United Nations – Nippon Foundation Fellowship Programme organized by the Division for Ocean Affairs and the Law of the Sea, Office of Legal Affairs of the United Nations. The arrangement allows for a research fellow to complete a six-month research project at WMU, having already concluded a three-month internship at a United Nations institution. WMU looks forward to receiving its first United Nations – Nippon Foundation Fellow in 2013.

#### **Research**

24 On 7 May 2012, the Secretary-General of IMO, Mr. Koji Sekimizu inaugurated the new Maritime Risk and Safety (MaRiSa) Simulation Laboratory, which was funded by a generous grant from the TK Foundation and significant financial support from the manufacturer, Rheinmetall Defence Electronics. The simulation lab offers significant new research opportunities for the MaRiSa Group, led by Professor Jens-Uwe Schröder-Hinrichs.

25 The MaRiSa Group is continuing to win significant EU research projects, including:

- CyClaDes – crew-centred design and operations on ships and ship systems;
- MARE-WINT – new materials and reliability in offshore wind turbines technology;

- ACCEAS – improving maritime accessibility of congested and remote North Sea Ports; and
- METPROM – modular enhanced training programme for European maritime security personnel.

26 Other research funding includes a project established by the Japan Maritime Center to report on global trends in maritime education, and substantial grants to the Marine Environmental Management Research Group from the Total Foundation to investigate the impacts of shipping in the Arctic, from Region Skåne for work on maritime spatial planning in the Baltic – PartiSEApate – and from the Baltic Maritime Science Park Oil Spill Forum for oil spill contingency information-sharing in the Baltic Sea.

27 Research funding enabled the University to increase the number of dedicated research staff. Two new Research Associates and three new Research Assistants were employed in 2012, bringing the total number of such staff to nine. This robust and successful research cluster is making a very significant contribution to the recognition of WMU and builds the University's reputation as a centre of academic excellence.

28 The *WMU Journal of Maritime Affairs*, now published by Springer Verlag, has continued to be extremely successful, and its expanded global impact is noticeable. Members of the Faculty continued to publish widely, including chapters in books, contributions to learned journals and in-conference proceedings, further enhancing the University's academic status and reputation.

### **Graduation 2012**

29 On Sunday, 2 December, WMU's Chancellor and IMO Secretary-General, Mr. Koji Sekimizu, conferred postgraduate degrees on the World Maritime University's Class of 2012. The Guest of Honour was Carl Johan Hagman, CEO of Stena AB Shipping. Two Honorary Doctorates were awarded in recognition of exceptional service to the international maritime community, to H.E. Binali Yıldırım, Minister of Transport, Maritime Affairs and Communication, Republic of Turkey, and Alberto Aleman Zubieta, Administrator/CEO (ret.) of the Panama Canal Authority.

30 Two Honorary Fellows were also appointed in recognition of their distinguished and outstanding service to WMU: Chris Wortham, Manager of Maritime Safety Engineering for Inmarsat, and Chris Horrocks CBE, formerly Secretary-General of the International Shipping Federation and International Chamber of Shipping. Three awards of Outstanding Alumnus were also presented, the first time such a distinction has been awarded. The recipients were H.E. Binali Yıldırım, Admiral Ramon C. Liwag, the previous Commandant of the Philippine Coast Guard and Admiral Edmund C. Tan, the then-current Commandant.

31 One Ph.D. was awarded, and 101 graduates were then conferred with their M.Sc. in Maritime Affairs, along with 24 graduates of the distance-learning Postgraduate Diploma in Marine Insurance. The annual awards to the graduating class were also made:

- the Chancellor's Medal for Academic Excellence was awarded to Sotiris Vlastaris (Greece);
- the Pierre Léonard Prize for the Best Female Student was awarded to Jenette Tifuh Mujingni Epse Cho (Cameroon);
- the Lloyd's Maritime Academy Dissertation Prize was awarded to Nadiya Isikova (Ukraine);



- the Informa Law Dissertation Prize was awarded to Dinson Baack Vasquez (Chile); and
- the C.P. Srivastava Award for International Fellowship was awarded to Philippa Armah (Ghana).

32 The newly-elected officers of the Student Council formally took office at the end of the year. Mr. Ahmed Abdellatif (Egypt) assumed the office of President. He works alongside his colleagues, Mr. Hussein Wanzu (Uganda) (Vice-President), Mr. S.M. Sakhawat Mahmud (Bangladesh) (Secretary), Mr. Olabode Waliu Adigun (Nigeria) (Treasurer) and Ms. Fanny Puspita (Indonesia), Chair of the Court of Honour.

33 In 2012, WMU programme graduation ceremonies also took place in China. On 21 July, 30 students graduated from the programme in International Transport and Logistics at Shanghai Maritime University. The Chancellor's Medal for academic excellence was awarded to Mr. Senthil Kumar Ramar. On 25 August, 32 students graduated from the programme in Maritime Safety and Environmental Management at Dalian Maritime University. The Chancellor's Medal for academic excellence was awarded to Mr. Meng Bin.

34 The graduates of 2012 brought the number of WMU graduates to date to a total of 3,477 from 164 countries. Details are given in attachment 2.

### **Financial matters 2012**

35 Attachments 3, 4 and 5 to this annex provide information on the revenue and the expenditure of the University. The contributions received from external donors are listed in attachment 3, whilst attachment 4 lists the contributions for student fellowships. Attachment 5 summarizes the major expenditure categories of the University.

36 The actual revenue of the University in 2012 was €8,968,000 and the actual expenditure €7,931,000, compared to €8,270,000 and €7,050,000 respectively in 2011. The operational outcome reported a surplus of €1,037,000 compared with a surplus of €1,220,000 in 2011. This is a steady growth for the University. The final result represents a very prudent achievement for the University and its stakeholders, and provides a firm foundation for the future financial development of WMU.

37 The actual revenue in 2012 increased by 8 per cent with a corresponding increase in expenditure of 12 per cent when compared to the actual reported results in 2011.

38 These prudent results are partly attributable to the appreciation of monies received in currency other than the Euros. There was also a very significant increase in revenue from the outreach programmes in China. In addition, the University received a grant from the IMO Technical Co-operation Fund in the actual amount of £180,000 for 2012. This was based on the agreement of the Council at its 106th session to support WMU's finances as an interim measure.

39 There was also an increase in budget contribution from an external sponsor, a grant to allow the acquisition and establishment of the Maritime Risk and Safety (MaRiSa) Simulation Laboratory.

40 However, despite these encouraging results, it is still a matter of concern that the University relies very heavily on a small number of donors, particularly the Government of Sweden; the Nippon Foundation and the Ocean Policy Research Foundation; the Governments of Canada, and the Republic of Korea; the International Maritime

Organization through its Technical Co-operation Fund; the International Transport Workers' Federation; and Inmarsat plc.

41 Nevertheless, the University is increasing its efforts to raise more revenue for both the budget and for the re-building of its reserves by introducing new Professional and Academic Development Courses and global outreach programmes, particularly in areas of active maritime hubs. The University is also continuing to take all measures to generate savings and to ensure cost-effective expenditure.

42 In accordance with the instructions of the Executive Board, the University has worked to rebuild its reserves, which were severely depleted in 2008. The total balance, as at 31 December 2012, is almost €4.2 million, consisting of a Reserve Fund of €3,206,162, a Working Capital Fund of €699,000 and an Exchange Rate Adjustment Fund of €245,430. The budget forecast indicates that the holdings in 2013 will surpass the peak of total reserve balances in 2006. The Board of Governors and the Executive Board noted their appreciation for the growth in reserve balances and the progress made towards the goal set of building total reserve balances equal to one year of expenditures.

43 The Council will recall the adoption of resolutions A.933(22) and A.1031(26) on the University's financial sustainability. Discussion to identify potential sources of sustainable funding was not resolved by the correspondence group established by the Council, and so the resolution of the issue of WMU's sustainable funding remained a priority.

44 The Council will also recall that, at the twenty-seventh session of IMO Assembly in November 2011, it was resolved that 5 per cent of the "not less than 80%" Trading Fund surplus transfer to the Technical Co-operation Fund be ring-fenced to support the finances of WMU, until such time as the Council recommends other measures for the future sustainable funding of the University. This resolution provided approximately £180,000 in 2012 and is expected to provide in the region of £235,000 in 2013 and the Board of Governors urges the Council to continue the current mechanism of financial support from IMO to the University until the issue of the financial sustainability of the University has been fully resolved. The Board of Governors warmly welcomed the funding source to the University, as a demonstration of support from the international community for WMU's vital capacity-building work.

### **Staff transitions 2012**

45 New academic appointments in 2012 include Dr. Aycut Ölcer (Turkey) and Dr. Ilias Visvikis (Greece) as Associate Professors, Dr. Lisa Froholt (New Zealand) as Assistant Professor, and Erin Williams of the US Coast Guard as Lecturer. The University continued to strengthen its cohort of Research Associates with the appointments of Dietmar Aumann (Germany) and Dr. Goncalo Carneiro (Portugal). Chris Fitzpatrick (United States) was appointed as Assistant Librarian, Marco Batista (Portugal) as Human Resources Officer, Matthew Birtles (Australia) as Controller/Accountant, and Maia Brindley Nilsson (United States) as Communications & Development Officer. A list of personnel is to be found in attachment 6.

## ATTACHMENT 1

### MEMBERS OF THE BOARD OF GOVERNORS as at 31 December 2012

Chairman and Chancellor  
Mr. Koji SEKIMIZU

Alternate Chairman

Dr. C.P. SRIVASTAVA, KCMG  
(Founding Chancellor Emeritus)  
(Honorary Life Member of the Board)

Government Departments

(in country alphabetical order)

Admiral Aurélio RIBEIRO DA  
SILVA FILHO  
Permanent Representative of  
Brazil to IMO

Mr. Tim MEISNER  
Director-General Policy  
Transport Canada

Rear Admiral Ivan VALENZUELA  
Bosne  
Director of Maritime Security and  
Operations  
Chilean Navy Public Affairs  
Directorate, Chile

Mr. Andreas NORDSETH  
Director-General  
Danish Maritime Authority

Professor Dr. Peter EHLERS  
Former President, Federal  
Maritime and Hydrographic  
Agency, Director, International  
Max-Planck Research School for  
Maritime Affairs  
Germany

Mr. Seyyed Ataollah SADR  
Deputy Minister of Roads and  
Transportation  
Managing Director, PMO  
Islamic Republic of Iran

Rear Admiral Peter BRADY (retd.)  
Director General  
The Maritime Authority of Jamaica

Ms. Nancy Wakarima KARIGITHU  
Director General  
Kenya Maritime Authority

Mr. David J.F. BRUCE  
Permanent Representative of the  
Republic of the Marshall Islands to  
IMO

HE Ana Irene DELGADO  
Ambassador Extraordinary and  
Plenipotentiary  
Permanent Representative of the  
Republic of Panama to IMO

Mr. Emerson M. LORENZO  
Administrator, Maritime Industry  
Authority (MARINA), Philippines

Mr. Alexander Y. FROLOV  
Permanent Representative of the  
Russian Federation to IMO

Ambassador Mia HORN AF  
RANTZIEN, Director, Swedish  
ABCDE-secretariat Ministry of  
Foreign Affairs  
Sweden

HE Binali YILDIRIM  
Minister of Transport and  
Communications  
Turkey

Mr. Jeffrey LANTZ  
Director of Commercial  
Regulations and Standards  
United States Coast Guard  
United States of America

Organizations/Shipping Industry  
(in alphabetical order)

Mr. LI Kejun  
Chairman and President (retd)  
China Classification Society  
China

Ambassador Carlos SALINAS  
Federation of ASEAN Shipowners'  
Association (FASA)

Mr. Peter HINCHLIFFE  
Secretary-General, International  
Shipping  
Federation of International  
Chamber of Shipping  
United Kingdom

Mr. Paul SADLER  
Permanent Representative of  
IACS to IMO

Mr. Peter BLACKHURST  
Head of Maritime Safety Services  
Inmarsat Global Limited

Captain Esteban PACHA  
Director General  
International Mobile Satellite  
Organization (IMSO)

Mr. Måns JACOBSSON  
Former Director  
International Oil Pollution  
Compensation Funds)

Mr. Jon WHITLOW  
Secretary, Seafarers, Fisheries &  
Inland Navigation  
International Transport Workers'  
Federation (ITF)

Dr. OH, Kong-Gyun  
Chairman and CEO  
Korean Register of Shipping  
Republic of Korea

Mr. S. HAJARA  
Chairman and Managing Director  
Shipping Corporation of India Ltd

Education and Research  
Institutions (in alphabetical order)

Professor WANG Zuwen  
President  
Dalian Maritime University (DMU)  
China

Dr. KEO-DON Oh  
President  
Korea Maritime University  
Republic of Korea

Mr. Hiroshi TERASHIMA  
Executive Director  
Ocean Policy Research Foundation  
Ship and Ocean Foundation of  
Japan

Professor Myron A. THOMPSON  
Associate Provost and Executive  
Director of the Graduate School  
University at Buffalo  
United States of America

Ex-officio Members

Ms. Gunilla MALMLÖF  
Senior Legal Counsel  
Swedish Maritime Administration

Mr. Ilmar REEPALU  
Chairman  
Malmö City Executive Board

Mr. Jianxin ZHU  
Director, Technical Co-operation  
Division  
International Maritime Organization

***In attendance***

Chairman, WMU Executive Board  
Mr. Torben SKAANILD  
Secretary-General  
BIMCO

**MEMBERS OF THE EXECUTIVE BOARD  
as at 31 December 2012**

Mr. Torben SKAANILD, Chairman, Executive Board  
Secretary-General  
BIMCO

Ms Kimberly KARLSHOEJ  
Director  
TK Foundation  
Denmark

Mr. Hiroshi TERASHIMA  
Executive Director  
Ocean Policy Research Foundation  
Japan

Mr. Claes ISACSON  
CEO, Gard P&I and P&I International Group Chairman  
Gard AS  
Norway

Professor Alice NEWTON  
Professor, Senior Scientist  
NILU-CEE  
Norway

Ms. Doris MAGSAYSAY HO  
President and Chief Executive Officer  
A. Magsaysay, Inc.  
Philippines

Ms. Gunilla MALMLÖF  
Senior Legal Counsel  
Swedish Maritime Administration  
Sweden

His Excellency Mr. Binali YILDIRIM  
Minister of Transport and Communications  
Turkey

Mr. John RIDGWAY  
Chief Executive Officer  
BP Shipping Ltd.  
United Kingdom

Mr. Clay MAITLAND  
Managing Partner  
International Registries, LLC  
United States of America

Mr. Jianxin ZHU  
*Secretary-General appointee, pro tem*)  
Director, Technical Co-operation Division  
International Maritime Organization

**ATTACHMENT 2**

**WMU GRADUATES 1983-2012 (ALL PROGRAMMES)**

<b>Region of origin</b>	<b>1980s</b>	<b>1990s</b>	<b>2000s</b>	<b>2010s</b>	<b>Totals</b>
Africa	191	314	227	90	822
Asia & the Pacific	107	314	872	365	1,658
Europe & North America	25	46	105	97	273
South America & the Caribbean	99	141	98	28	366
Middle East & North Africa	74	131	111	42	358
<b>Totals</b>	<b>496</b>	<b>946</b>	<b>1,413</b>	<b>622</b>	<b>3,477</b>

**COUNTRIES OF ORIGIN OF WMU GRADUATES 1983 – 2012  
(ALL PROGRAMMES)**

Albania	6	Croatia	2	Indonesia	99	Nicaragua	8	Sudan	15
Algeria	38	Cuba	6	Iran (Islamic Republic of)	83	Niger	6	Sweden	26
Angola	10	Cyprus	15	Iraq	2	Nigeria	122	Switzerland	2
Antigua and Barbuda	3	Dem. People's Republic of Korea (the)	8	Ireland	1	Oman	4	Syrian Arab Republic	2
Argentina	15	Dem. Republic of the Congo (the)	8	Italy	4	Pakistan	43	Thailand	56
Australia	3	Denmark	4	Jamaica	27	Panama	24	Togo	7
Azerbaijan	1	Djibouti	4	Japan	22	Papua New Guinea	4	Tonga	4
Bahamas	2	Dominican Republic	11	Jordan	16	Paraguay	2	Trinidad and Tobago	25
Bahrain	8	Ecuador	14	Kenya	58	Peru	21	Tunisia	22
Bangladesh	75	Egypt	51	Kiribati	2	Philippines	123	Turkey	25
Barbados	5	El Salvador	2	Kuwait	2	Poland	1	Tuvalu	1
Belgium	2	Equatorial Guinea	3	Latvia	6	Portugal	8	Uganda	12
Belize	3	Eritrea	7	Lebanon	7	Qatar	2	Ukraine	5
Benin	18	Estonia	3	Liberia	26	Republic of Korea	56	United Arab Emirates	3
Bermuda	1	Ethiopia	31	Libya	2	Romania	7	United Kingdom	15
Bolivia (Plurinational State of)	3	Fiji	11	Lithuania	20	Russian Federation	15	United Republic of Tanzania	68
Brazil	11	Finland	1	Madagascar	15	Saint Kitts and Nevis	1	United States	14
Brunei Darussalam	5	France	5	Malawi	25	Saint Lucia	5	Uruguay	7
Bulgaria	3	Gabon	2	Malaysia	46	St. Vincent and the Grenadines	4	Vanuatu	3
Burkina Faso	4	Gambia	13	Maldives	10	Samoa	4	Venezuela (Bolivarian Republic of)	26
Burundi	5	Georgia	4	Malta	9	São Tomé and Príncipe	3	Viet Nam	89
Cambodia	21	Germany	12	Marshall Islands	1	Saudi Arabia	45	Yemen	13
Cameroon	33	Ghana	73	Mauritania	12	Senegal	24	Zambia	4
Canada	3	Greece	27	Mauritius	9	Seychelles	2	Zimbabwe	1
Cape Verde	20	Grenada	2	Mexico	23	Sierra Leone	26	Cayman Islands United Kingdom)	1
Chile	26	Guatemala	6	Micronesia (Federated States of)	1	Singapore	7	Gibraltar (United Kingdom)	1
China	623	Guinea	15	Mongolia	2	Slovakia	1	Hong Kong, China	5
Colombia	28	Guinea-Bissau	3	Morocco	14	Slovenia	2	Isle of Man (United Kingdom)	1
Comoros	2	Guyana	12	Mozambique	32	Solomon Islands	1	Macao, China	3
Congo (the )	11	Haiti	11	Myanmar	40	Somalia	22	Netherlands Antilles <sup>1</sup>	1
Cook Islands	1	Honduras	12	Namibia	10	South Africa	4	Occupied Palestinian Territories	1
Costa Rica	7	Iceland	1	Nepal	2	Spain	5		
Côte d'Ivoire	19	India	107	Netherlands	2	Sri Lanka	50	<b>Total no. of countries/territories</b>	<b>164</b>

<sup>1</sup> On October 2010, the Netherlands Antilles ceased to exist as a part of the Kingdom of the Netherlands. The Kingdom of the Netherlands now consists of four parts: the Netherlands, Aruba, Curacao and Sint Maarten.

**ATTACHMENT 3**

**WMU REVENUE in 2011 and 2012  
(Euros '000)**

<b>CATEGORY</b>	<b>ACTUAL REVENUE 2011</b>	<b>ACTUAL REVENUE 2012</b>
<b>A. Budget Contributions</b>		
Government of Sweden	2,770	2,812
International Maritime Organization Technical Co-operation Fund	292	311
Nippon Foundation, Japan	481	481
Outreach Programme	393	488
Government of Canada	21	117
Inmarsat Global Ltd.	83	86
TK Foundation	0	213
City of Malmö	0	0
Government of Cyprus	5	12
Government of Thailand	0	5
<b>Total Budget Contributions</b>	<b>4,045</b>	<b>4,525</b>
<b>B. Fellowship Revenue</b>	<b>3,114</b>	<b>3,265</b>
<b>C. Interest Earnings</b>	<b>25</b>	<b>28</b>
<b>D. Other Revenue</b>	<b>1,086</b>	<b>1,150</b>
<b>GRAND TOTAL REVENUE</b>	<b>8,270</b>	<b>8,968</b>

NOTE: The increase in total revenue of €697,815 (8%) for 2012 was mainly due to: (1) increase in budget contributions (one off) from the TK Foundation in sponsoring the Computer Simulation Laboratory and gain on exchange rates from monies received in currencies other than Euros; (2) increase in Fellowship fees from the enhanced number of fee-paying student attending the English Study Skills Programme; (3) increase in interest revenue from an improve bank rates on investment and local currency deposit; and (4) increase in Other Revenue from the commercial revenue-generating activities relating to professional development courses and student residence rentals.

*See Attachment 4 for sources of fellowship revenue.*



**ATTACHMENT 4**

**2012 FELLOWSHIP REVENUE  
(in Euros)**

<b>SPONSOR/SOURCE</b>	<b>AMOUNT</b>
1. Ship and Ocean Foundation	1,011,143
2. IMO Global Project	212,557
3. International Transport Federation	185,000
4. UK Department of Transport	119,452
5. Republic of Korea/IMO	140,986
6. Nigerian Maritime Adm. & Safety Agency	110,500
7. Indonesian Port Corporation	108,000
8. American Bureau of Shipping	86,464
9. TK Foundation	85,890
10. SAFEMED	66,071
11. Ph.D. fees	34,417
12. Other Governments	517,885
13. Company/Organization	338,925
14. Self-financed	247,218
<b>TOTAL FELLOWSHIP REVENUE</b>	<b>3,264,508</b>

**ATTACHMENT 5**  
**WMU EXPENDITURE IN 2011 and 2012**  
**(Euros '000)**

	<b>2011 OUTCOME</b>	<b>2012 OUTCOME</b>	<b>% Increase/ decrease</b>
<b>1. Personnel Costs</b> (staff salaries and entitlements, travel, visiting professors, consultants and separation benefits)	3,597	4,283	19% <sup>1</sup>
<b>2. Student Costs</b> (accommodation, subsistence, travel, insurances, study materials)	2,032	2,079	2% <sup>2</sup>
<b>3. Academic Costs</b> (library, field study programme, outreach and distance-learning programme; conference and other development courses)	668	812	22% <sup>3</sup>
<b>4. General Administration</b> (IT system, equipment, printing and publications, communications,)	753	757	1% <sup>4</sup>
<b>TOTAL EXPENDITURE</b>	<b>7,050</b>	<b>7,931</b>	<b>12%</b>

NOTES:

<sup>1</sup> The increase in Personnel Expenditure of 19 per cent or €685,161 is the effect of filling vacant positions, adjusting salaries for exchange rate adjustments and annual step increments. While the filling of vacant positions is accountable for 16.1 per cent out of the 19 per cent (salaries, benefits, recruitments expenses, one-off expenses for installation grant, removal and installation travel), the real increase in Personnel Expenditure due to increase in salaries and benefits is limited to some 2.9 per cent (1% Cost of Living adjustment across the board plus a 3.75% exchange rate adjustment for the second half of 2012 for Professional staff paid in Euros to partially compensate for the decline in purchasing power in local currency, as the University lacked a post adjustment mechanism to balance currency fluctuations).

<sup>2</sup> The increase in student costs of 2 per cent or €47,668 is mainly due to inflationary increase in the conversion into Euro as the majority of the expenditure is incurred in the local currency (Swedish Kronor), which appreciated during 2012 against the Euro.

<sup>3</sup> The increase in Academic Expenditure of 22 per cent or €144,659 is attributable to (1) increase in the activities of Professional and Academic Development courses which generate substantial revenue (hence, by increasing expenditure, the University can substantially increase revenue) and (2) inflationary increase due to currency exchange fluctuations, as most of the expenditure in Library and Field Study Programmes were disbursed in Swedish Kronor.

<sup>4</sup> The increase in General Administrative Expenditure of 1 per cent is attributable to inflationary increase as the majority of the expenditures were incurred in local currency.

**ATTACHMENT 6**

**WMU STAFF ESTABLISHMENT AS AT 7 May 2013**

Position Title	Last Name	First Name	Position	Nationality	Type of Contract
<b>Faculty</b>					
<i>Financed by General Fund of WMU</i>					
<b>Professors</b>					
President	Kjerfve	Björn	PS	USA/Sweden	Fixed-term
Vice-President (International)	Ma	Shuo	PS	China	Fixed-term
Vice-President (Academics)	Bellefontaine	Neil	PS	Canada	Fixed-term
Professor	Mukherjee	Proshanto K.	PS	Canada	Fixed-term
Director of Research & Ph.D. Programme	Lindén	Olof	PS	Sweden	Fixed-term
Professor	Nakazawa	Takeshi	PS	Japan	Fixed-term
Head of SPM	Moon	Daniel	PS	Republic of Korea	Fixed-term
Head of MSEA	Schröder-Hinrichs	Jens-Uwe	PS	Germany	Fixed-term
Head of MLP	Mejia	Max	PS	Philippines	Fixed-term
Professor	Hildebrand	Lawrence	PS	Canada	Fixed-term
Professor MSEA	VACANT				
Professor Naval Engineer	VACANT				
<b>Associate Professors</b>					
Associate Academic Dean	Donner	Patrick	PS	Finland	Fixed-term
Associate Professor	Baldauf	Michael	PS	Germany	Fixed-term
Associate Professor	Ölcer	Aykut	PS	Turkey	Fixed-term
Associate Professor	Visvikis	Ilias	PS	Greece	Fixed-term
Associate Professor	Cole	Clive	PS	UK	Fixed-term
Associate Professor	Baumler	Raphael	PS	France	Fixed-term
<b>Assistant Professors</b>					
Assistant Professor	VACANT		PS		Fixed-term
Assistant Professor	Romero	María Carolina	PS	Venezuela	Fixed-term
Assistant Professor	Froholdt	Lisa	PS	New Zealand	Fixed-term
<b>Lecturers</b>					
Lecturer	VACANT		PS		
Lecturer	VACANT		PS		
Lecturer	Kitada	Momoko	PS	Japan	Project
Lecturer	Williams	Erin	n/a	USA	Secondment USCG
Temporary ESSP Lecturer	Pazavar	Ann	PS	Canada	Temporary
<i>Total Faculty Positions including secondments and temporary/part-time positions</i>			<i>26</i>		

**Academic Support** *Financed by General Fund of WMU*

**Library**

Librarian	Hoebeke	Chris	PS	USA	Fixed-term
Assistant Librarian	Fitzpatrick	Christopher	PS	USA	Fixed-term
Assistant Librarian, Bibliographic Services	Volkova	Anna	GS	Russia	Open-ended

**Faculty Support**

Faculty Support Officer	Fischer	Carla	GS	Peru	Open-ended
Senior Faculty Specialist	Hedin	Mia	GS	Sweden	Open-ended
Senior Faculty Specialist	Isaacson	Saul	GS	UK	Open-ended
Academic Information Officer	Bolmsten	Johan	PS	Sweden	Fixed-term
Senior Faculty Assistant	Hunter	Jake	GS	USA	Open-ended
Senior Faculty Assistant	Erdal	Solveig-Karin	GS	Norway	Open-ended

*Total Faculty Support  
Positions*

9

**Research & PhD** *Financed by Research Projects and Programs*

**Research Associates**

Research Associate	Klaes	Sebastian	PS	Germany	Project
Research Associate	Nilsson	Henrik	PS	Sweden	Project
Research Associate	Kataria	Aditi	PS	India	Project
Research Associate	Aumann	Dietmar	PS	Germany	Project
Research Associate	Carneiro	Gonçalo	PS	Portugal	Project

**Research Assistants**

Research Assistant	Bouyssou	Anne	PS	France	Project
Research Assistant	Pålsson	Jonas	PS	Sweden	Project/PhD
Research Assistant	Ramirez	Blanca	PS	Mexico	Project
Research Assistant	Hofmann	Sarah	PS	Germany	Project
Research Assistant	Folkunger	Jennie	PS	Sweden	Project
Research Assistant	Pekkarinen	Annukka	PS	Finland	Project

*Total Research Positions  
(externally funded)*

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**The President's Office** *Financed by General Fund of WMU*

Executive Assistant	Höltén	Eva	PS	Sweden	Fixed-term
Communications & Development Officer	Brindley Nilsson	Maia	PS	USA/Sweden	Fixed-term
Enterprise Systems Manager & University Webmaster	Ponnert	Erik	PS	Sweden	Fixed-term

<b>Registry &amp; Student Services</b> <i>Financed by General Fund of WMU</i>					
Registrar	Smaal	Ton	PS	Netherlands	Fixed-term
Associate Registrar	Jackson	Sue	PS	UK	Fixed-term
Student Services Officer	Lundahl	Lyndell	PS	Australia	Fixed-term
Senior Registry Assistant	Perlheden	Susanna	GS	Sweden	Open-ended

<b>Administration</b> <i>Financed by General Fund of WMU</i>					
Director of Administration	Ihr	Anders O.	PS	Sweden	Fixed-term
Finance Officer	Viajar	Leo	PS	Philippines	Fixed-term
Accountant/Controller	Birtles	Matthew	PS	Australia	Fixed-term
HSR Warden	Hoebeke	Chris	n/a	USA	Honorary
Human Resources Officer	Batista	Marco	PS	Portugal	Fixed-term
ITC & Security Officer Officer	Wallentin	Christian	PS	Sweden	Fixed-term
Administration Assistant	Jensen	Sara	GS	British/Italian	Open-ended
Senior Finance Assistant	Curbi	Magdalena	GS	Philippines	Open-ended
Senior General Service Assistant	Wetterlund	Peter	GS	Sweden	Open-ended
Cafeteria Supervisor	Fredriksson	Mats	GS	Sweden	Open-ended
HSR Supervisor	Hoebeke	Ursula	GS	USA	Open-ended
HSR Assistant	Nilsson	Eva	GS	Sweden	Open-ended
Cafeteria Attendant	Sigurjonsdottir	Elin	GS	Sweden	Open-ended
Frontdesk Assistant	Axelsson	Gittan	GS	Sweden	Open-ended
Frontdesk Assistant	Theander	Peggy	GS	Sweden	Open-ended

<i>Total Positions in President's Office, Registry and Administration including one honorary position</i>					22
<i>Grand Total of Positions at WMU</i>					68
<i>Posts funded by General Fund</i>					57
<i>Posts funded by external contracts (research)</i>					11