

Management Plan

I, the undersigned Emil M Oanță, as the Candidate for the Director of the Doctoral Studies Council position, propose the following Management Plan.

The management plan of the Doctoral Studies Council must consider the academic context of our university mission and take into account a challenging rapid transformation world.



Figure 1 – Strategic Plan Hierarchy, [1]

Context:

1. Higher education in engineering, focused on marine, mechanical, electrical, environmental, electronic and maritime transports directions of development;
2. Cooperation with other universities, especially with maritime universities;
3. Recognition and appreciation at the international level of the university;
4. High degree of internationalization of the educational activities according to the national and regional criteria;
5. High performance scientific research performed by some individuals.

Mission:

Research in the maritime sciences context, at present being covered the mechanical engineering specialization as a part of the maritime engineering field.

Vision:

1. To answer to the actual rapid-transformation world challenges by contributing to the humanity's hierarchy of values, embracing the change and at the same time supporting the nation's goals and interests;
2. To make the life safer, easier and more predictable in this region of the world by using education, research and cooperation;
3. To modify the institutional culture, [2], in order to emphasize the importance of the high performances in research.

Values:

1. Integrity – the doctoral studies and pertaining research must be based on honesty, rigour and respect;
2. Transparency – the stakeholders and the public must have open access to the documents of the Doctoral School, observing the Copyright Law;
3. Teamwork and cooperation – collaborative research at international level increases the synergy, the motivation and the knowledge transfer.

Strategic goals:

1. Increase the stakeholders value – become a more important university in a regional and international context from several points of view;
2. Increase the adaptability – promptly understand and react to the nowadays changing conditions;
3. Increase the income and update the research capabilities – use the research as a vector of progress in the university and in the local and regional context.

Objectives:

1. To ensure a more increased quality of the PhD Theses based on extensive research, including experimental studies performed in cooperation with the industry and with other universities and research centres;
2. To support the university, colleagues and PhD candidates in order to strengthen and to extend the Doctoral School in terms of both quality and quantity of the PhD promoters and the increased number of PhD specializations;
3. To offer guidance for the elaboration of optimal educational and research management policies of the university based on the most recent international trends.

Action plans

1. Cooperation with research teams and laboratories in order to exchange access to the research facilities;
2. New equipment for experimental research;
3. Building up research teams which are helping our colleagues to achieve new scientific research skills and to disseminate the results, the final target being the development of the Doctoral School in terms of number of the PhD promoters;
4. Higher degree of involvement of the top management people from industry in university's orientation and in its policies elaboration strategy;
5. Creation of a website of the Doctoral School which offers updated information regarding educational activities, research topics, research facilities, international cooperation; the software must also include the following modules: history of the activities; reports for the Doctoral School management and for the Doctoral Studies Council;
6. Creation of 'instruments' of international cooperation using summer schools, internship etc.;
7. Active participation to the elaboration of the university's management plan, by providing information regarding the actual and foreseen trends at international level in science and education;
8. Creation of a system of rules which rewards performances and penalizes the faults in the PhD leading activities.

Performance measures

1. Larger number of scientific articles published in the most prestigious journals;
2. Larger number of scientific papers published in the proceedings of the conferences which are WoS indexed;
3. Contracts with the industry for continuous education of their employees regarding the actual technologies and for scientific research projects;
4. New research topics included in the actual trends, such as autonomous vehicles, applied computer science, modern technologies,
5. Recognition of the university at national level as a 'research and education' university;
6. Creation of a large number of income-bringing spin-offs and foundations not considered as public funds, the subsequent income being invested in research development;
7. New courses resulted from the knowledge transfer processes, knowledge acquired in the research activities, either included in the curricula, or offered for the people's continuous education;
8. Creation of an internal monitoring report based on the analysis of the yearly reports to be created by each PhD promoter regarding the PhD conducting activities (scientific papers, research

projects, funding, increase of the Doctoral School appreciation at national and international level, new research equipment purchased, scientific degrees of the PhD theses which were completed in the current year, rejected theses and measures to correct and avoid such hypothetical events etc.);

9. New applications for scientific research projects' funding.

According to the rules of management, a development plan can be successful if it is conceived as part of an upper level successful strategic plan. In this case the management plan of the Doctoral Studies Council is subordinated to the strategy of Constanta Maritime University which was analysed and highly appreciated along the years, [3].

In the actual profound transformations age, the management itself may rapidly change in order to adapt to the new conditions, the project management principles, [4], being useful to the short lifetime projects, such as an experimental research or the doctoral studies themselves and in a larger context to the entire higher education system, [5]. In this way, the transition from the 'structured like an Egyptian pyramid' organization to the 'one that looks like a Calder mobile, with a few thin managerial stands holding a complex set of nearly autonomous modules that move in response to the gentlest breeze', was noticed, [6]. This is why the management plan must have a certain degree of flexibility, to be updated according to the inputs provided by the PhD promoters in order to consider the most recent trends and opportunities.

References

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- [3] Emil M Oanta, *Economic results of the implementation of a success oriented strategy in Constanta Maritime University*, Graduation essay, Business management postgraduate specialization course, under the scientific guidance of Prof PhD Ec. Dan Popescu, The Bucharest Academy of Economic Studies, 2006.
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- [6] Alvin Toffler, *The Third Wave*, Bantam Books (US), 1980.