

“MIRCEA CEL BATRAN” NAVAL ACADEMY
INSTITUTIONAL DEVELOPMENT STRATEGIC PLAN
2014-2020

ROMANIA

THE MINISTRY NATIONAL DEFENCE

“MIRCEA CEL BATRAN” NAVAL ACADEMY

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1. INTRODUCTION

Constanta “MIRCEA CEL BATRAN” Naval Academy (MBNA) it is a military superior education state institution, whose tradition has recently surpassed 141 years, and it has as a reference moment the Flotilla school in Galati, founded through the No. 15 Ministry of War Decision on November 15th 1872.

Today, MBNA comes with a new organizational structure, recently institutionalized through the Romanian Government Decision No. 730 from 2013, its activity unfolding not only through the faculties (Marine Engineering Faculty and Naval Management and Navigation Faculty) where twelve accredited university study programs are running, nine bachelor study programs and three master study programs, but also within the support structures: the Rectorate and the administrative office, the Training ships division, the Simulation Training center, the Palazu Mare Seamanship training and nautical sports center and Continuous training center.

The present “Institutional development strategic plan 2014-2020” starts from the “Managerial plan 2012-2016” approved by the university community on the occasion of the rector election in March 2012. This plan is based on the principles stated by MBNA in the “University Charter”. Thus, the vision, the objectives and the action directions are grounded in the current context of national and European strategies:

- The Europe 2020 strategy;
- The Romanian army transformation strategy;
- The Romanian Government 2012-2016 government program;
- The vision upon the higher education in Romania in 2025;
- NATO 2020: “Assured, Dynamic Engagement, Analysis and Recommendations of The Group of Experts on a new Strategic Concept for NATO”, 2010;
- The EUA 2013 MBNA evaluation report;
- Global maritime trends 2030.

2. VISION

The MBNA vision, based on the analysis of the present in the most pragmatic way, represents the intuition in overtaking the current difficulties and also the projection of the future where each member of the academic community should be reflected by its interests and motivations.

We will use our best possible our expertise regarding the marine engineering and naval transportation domain and also, the interdisciplinary expertise in order to face the complex challenges that Romania and The International Community are dealing with.

Both the scientific research and education that we provide, must be very appreciated in the national and international academic evaluations .MBNA ambition is to be a wanted

collaboration partner for universities and research institutes and also for the economic and social environment. It is a priority for us to offer reliable study programs in order to prepare the students as responsible citizens in a democratic society. It is highly necessary that our graduates must be appreciated on the labor market, having a proper and high quality education. MBNA goal is to have a modern educational and research infrastructure, which will attract talented students and highly qualified personnel.

MBNA will present partners and the current resources under the sign of cooperation and communication, along with the innovative creativity, the personalization, the transparency and all the available diversity, in order to situate us among the most important and similar higher education institutions in Europe, not only in the naval academic environment but also in the military one. In this way MBNA will generate progress and innovation for the knowledge society and also for professional fulfillment for the entire academic community, students, teachers, administrative personnel and social partners.

3. Quality

With the University Charter we undertook a mission and a set of objectives that could not be developed on a sustainable basis without the acquisition of a series of core values that we must permanently honor and promote.

Constructive approach and critical spirit

We will maintain an open and constructive dialogue not only in the academic frame but also with our partners in the military, economic and social environment. We will discuss the conventional ideas and solutions, seeking new knowledge and unfold our activity according with the ethical standards as they are recorded in the “Code of Ethics and Professional University Ethics”.

We will assume the social responsibility and we will influence the development of The Navy Forces through proper education, research and dissemination. Our approach will be based on legality, fundamental democratic values and lack of prejudice.

Creativity

We will dare to answer the toughest questions in the scientific fields where we have the expertise and we will look for innovative solutions. We will value and encourage the innovation in teaching and research, we will educate students so as to meet future challenges.

Tradition and respect

We will show respect for our traditions and we will promote diversity and equal opportunities. MBNA will be a space for the personal development and skills development among students and personnel.

4. MISSION

MBNA mission as it is stipulated in the University Charter, is *"to generate and transfer knowledge to society through initial and continuous training for the undergraduate and postgraduate students; through scientific research, development, innovation and technology transfer through individual and collective creativity in engineering sciences by providing, putting into practice and dissemination of results. Consistent with its tradition, Academy assumes the role of assimilation for the national and universal cultural values and engage itself in the process of strengthening European spirituality"* and defines the reason for the existence of MBNA. We belong to an institution with tradition that has what to transmit to the others and it is a leading brand of the marine education. The accumulated capital must be used and multiplied, especially in its areas of performance.

5. GENERAL OBJECTIVES AND ACTION DIRECTIONS

5.1 Internationalization

MBNA aims to become an international standard university. This requires us to have academic performance and seek collaboration with other universities and research institutes in the country and overseas. We will set our priorities for resource allocation so that we can provide professional development opportunities for the best teachers.

The faculties should continue working closely with the public and private sectors to develop expertise they need. MBNA personnel and motivated students are a necessary condition to achieve our goals. Each member of the academic community has a responsibility to contribute to a fertile and favorable working and learning environment as well as to sustain MBNA efforts to fulfill its mission.

Internationalization is a prerequisite for quality development. The level of visibility on a national and international level will make MBNA more attractive in its collaboration with leading stakeholders in higher education and scientific research in the field. This means, among other things, advanced study programs and very clear priorities.

Courses of action

5.1.1 We will professionalize and develop our international, national and regional relations.

5.1.2 We will create the necessary mechanisms to develop the academic environment to perform at international standards and we will strengthen interdisciplinarity.

5.1.3 We will build strategic alliances with partners in the army and the social and economic environment of the country and overseas.

5.1.4 We will give priority to competence-based education to help graduates into their profession and innovation will always be the center of all activities.

5.2 Education and learning

It is increasingly clear that qualified individuals who can meet the complex challenges that may arise are a growing need. The competition between universities to attract students is increasingly fierce, for two reasons. The first is the demographic decline in Romania and the second is dropping out of school and we believe that things will not change significantly for the forecast period. In this context flexibility and change are very important. If you want to be attractive to students and teachers, MBNA should take advantage of its unique attributes and develop a clear and ambitious profile for its portfolio of academic programs. The studies should promote labor market insertion as well as their continuation. The curricula should stimulate critical thinking and innovation.

The study programs in joint supervision with our national and international partners can be attractive and can increase the quality of education and enhance student mobility. It takes a close dialogue with the organizations in the private and public sector to develop curricula that are relevant to society and prepare students for the labor market by confronting them with it both during and after their studies . Skill requirements are constantly changing. This requires the adaptation of the learning activities and lifelong learning.

The students must take responsibility for their own learning and be involved in the development of the curricula. MBNA students must request periodic assessments that will lead to measures to improve teaching and learning. The quality culture must be developed continuously and the quality of education should be monitored all the time within each study program.

Courses of action

5.2.1 The studies will result in clear and documented qualifications for the national and international labor market.

5.2.2 The teaching methods will stimulate students' critical reflection, innovation and interdisciplinarity.

5.2.3 We will focus specialties portfolio to enhance quality and will give priority to international cooperation.

5.2.4 We will increase student involvement in improving the quality of education and create positive learning environments to allow their personal development.

5.2.5 We will develop a management education of the highest class and a quality culture using systematic internal assessments, improvement plans and follow them.

5.2.6 We will increase the quality of education and training.

5.3 Scientific Research and Innovation

Research should contribute to solving relevant problems facing the world in our areas of expertise in order to meet the challenges of the future. The complex problems can only be solved with extensive knowledge and an interdisciplinary approach. The research should provide the basis of ideas and the innovation process that turns ideas into new products and services must function properly.

There must be a balance and interaction between fundamental and applied research. The curricula must motivate students to develop research activities.

It is necessary to stimulate innovation in all areas where we have expertise. This must be reflected in the education we provide. To achieve this we propose an interdisciplinary approach and the experience working with the military and economic and social environment will be useful.

An entrepreneurship education component to be developed continuously should exist in the curricula.

Courses of action

5.3.1 We will give priority to developing expertise in the initiation, management and participation in research projects.

5.3.2 We will identify and support the research talent and we will establish mechanisms to motivate them to continually improve performance indicators of research.

5.3.3 We will allocate resources and develop projects funded by extra-budgetary funds to have an education and research infrastructure performance.

5.3.4 Innovation activities will emphasize the interdisciplinarity and the cooperation with the external environment.

5.3.5 We will provide necessary infrastructure and support to students and teachers for research and innovation.

5.4 Leadership and Resources

ANMB organization and resources must support our core activities. Better services, easily accessible information and better support processes will contribute to this.

The context in which we operate is rapidly changing, and this requires good leadership and an organization to adapt quickly to change. In such a context it is necessary for the leaders to make strategic choices that contribute to the development of our activities.

Our performances depend on the active involvement of students and staff. This requires a consultative management and effective cooperation with students and personnel.

One of the greatest challenges for ANMB is to hire talented, motivated and expert people for teaching, scientific, technical and administrative activities, particularly in priority areas, requiring appropriate mechanisms for selection and recruitment.

The feedback from the external environment must have an impact on education and research, thereby increasing the relevance of our activities. MBNA must develop and implement innovative approaches and the relationship with the media.

Courses of action

5.4.1 We will develop the leadership role and leadership skills.

5.4.2 We will give more importance to our strategic priorities at all levels.

5.4.3 We will take steps to protect the property and we will give priority to building renovation and infrastructure development for education and research.

5.4.4 We will provide better support and we will develop processes so that students and staff have more time to fulfill their responsibilities.

5.4.5 We will increase our efforts to create a unifying identity among students, personnel and graduates under the dome the alumni association „MBNA Alumni”

6. CONCLUSIONS

The institutional development strategic plan of ANMB is assumed by the Senate Board and, after its approval by the Senate, by the entire academic community. It will be at the base of the decisions of the governing bodies with consideration of current and future resources. The method of implementation of these strategic directions, their deadlines and responsibilities will be found in detail in the Annual Operational Plans.

The present PSDI will be changed each time with the approval of the University Senate when the internal and external factors require it.

Approved in the University Senate meeting no. 588 of 02.27.2014.

RECTOR

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