

EDITORIAL

New team and new challenges for the Department of Tourism and Geography

As regards to the Department of Tourism and Geography's activities there are old, new and ambitious:

- development of master programmes
- granting doctoral and postdoctoral scholarships
- organization and conduct of practical training of undergraduate students
- promoting entrepreneurial culture

At the level of Department of Tourism and Geography in 2012, there is a great interest in:

- requests for research proposals;
 - promotion of the institutional experience in managing projects financed from public funds
 - *The strong points of our department are:*
 - Diversification of funding sources for institutional development activities, given the increasing number of projects financed from structural funds;
 - Significant accumulation of institutional experience in accessing and carrying out large projects with complex targets, financed from national public funds (especially research projects) and European (at the level of EU's lifelong learning programme);
 - Configuration of complex networks such as partnerships with other universities and departments, research centers and private entities in the national and international economic environment;
 - Institutional development and increase international visibility;
 - The existence of study programmes, at the level of Master studies, and increase the number of specialists in this field;
 - The existence of a strong academic community which has the technical capacity for project implementation activities;
 - The existence of resource persons previously involved in the creation and control management system of structural funds with relevant leading experience, both in the management of operational programmes and in the projects financed from structural funds.
 - *Opportunities for our Department to be taken into consideration, are:*
 - The existence of good practice in the area of accessing structural funds at international and European level;
 - The transformation of still maintained vicious circles in the development of financed from structural funds projects in virtuous circles meant to support the diversification of approached themes, increase added value and specific integrated effects;
 - The existence of an opening of European Department towards partnership with universities in view of participation in applications for structural funds, facilitating the diversification of possibilities to achieve beneficial effects of taking part in activities of international stand, especially in the domain of producing and valuing knowledge and competitiveness in intellectual capital;
 - Reconfiguration of relations between public authorities,
- The orientation of the Department of Tourism and Geography is towards the simultaneous reduction of identified weaknesses and exposure to the risks identified.

Department of Tourism and Geography on short term, is proposing the following tasks were set:

- Definition of institutional priorities proposals, identification of funding opportunities for the proposals from structural funds and information of the academic community about these opportunities;

- Creating a “pool” of specific expertise in managing projects financed, including by providing specific training for the project management team members financed from structural funds;
- Creating a mechanism to coordinate processes and activities of accessing and management of projects financed from structural funds, including the definition of work unitary procedures regarding implementation of projects and access to structural funds, as well as the creation and implementation of monitoring tools, internal assessment tools and support tools for the teams that implement projects financed from structural funds;
- Anticipate and identify solutions for the legislative amendments, including identification of implementing solutions consistent with the law applied to the structural instruments in collaboration with other functional structures;
- Developing proposals, identifying ways to improve access and management processes of projects;

In this way, the Department can more easily find answers to the challenges arising from issues such as: development of new techno-industrial paradigms, evolution of global demographic trends - declining birth rates, aging population, increasing urbanization; change of the wealth-generating systems and of the governance structures; the institutional and ethical dimensions of innovation and creativity; the social dimension of knowledge-intensive processes; the role of intangible assets in the knowledge-Department of Tourism and Geography economy; the growing importance of digitization in the codification of knowledge; redefining the power balance between societal actors. All these paradigmatic aspects require an appropriate response, given promptly, and managed in accordance with the principles of efficiency, transparency and credibility. The operating consistency and the functional efficiency, the synergy in the initiatives undertaken, allocated resources and expected results are Department of Tourism and Geography on strategic approach, credibility of the approaches, and provision of the necessary information and on the professionalism of those involved. Such a department can coagulate entrepreneurship, may induce predictability at the level of resources and safety at the decision level. Placing this issue on strategic level allows the capitalization of the strengths specific to functional partnership, selectively and continuously, minimizes thematic parallelisms and indicates a priori, at the level of capabilities available, the changes required at the regulatory and institutional level, orders actions and provides highly specialized consultancy for the teams implementing projects. Interdisciplinary or transdisciplinary projects may be attacked, useful sets of best practice guidelines may be configured, management decisions can be adopted in due time; it can be promoted a behavior Department of Tourism and Geography on pro-activeness minimizing the reagent attitude and surprising those involved in carrying out projects financed from structural funds.

By creating and ensuring the functionality of this department it is also given a response to the need, that's becoming more stringent, of aligning to the dedicated trends at the European level: economic growth, employment and competitiveness in the knowledge-Department of Tourism and Geography society, combining economic, social and ecological objectives from the European perspective; the main major trends and their implications at the societal level, Europe's place and global role, European citizenship. Starting from this, we believe the department will provide the argumentative support for choosing the projects for which it will be ensure, at the priority level, finance given that the main trends and topics of debate at European level are: the rapid internationalization of the higher education and research, which contributes to the redefinition of the domains and disciplinary boundaries and to the emphasis of the need for interdisciplinarity; increase of the innovation intensity, which generates new directions at the strategies and policies level in the knowledge filed; stressing the necessity for coordination of national policies and programmes due to institutional complexity increases; expanding the skills necessary to implement European projects; expanding managerial, financial, organizational and administrative skills; rapid change of academic and research career characteristics; substantive changes in the determinants of financing, which stresses the importance of efficiency criteria in the spending of financial resources; promoting projects as a way of attracting funds to Department. These accumulations will be achieved through: integrative approach to problems, present and future challenges and opportunities that may help; a common approach to the facts in the production of

knowledge field, with emphasis on strengths, weaknesses, needs and trends; concerted approach to policies and actions at national, European and international level.

Department autonomy is an important precondition for an organization which creates, disseminates and exploits knowledge and acts in the market economy conditions that induces a factor in the marketable growth and at the academic level. Autonomy allows Department to develop and differentiate their missions, profiles and operational models; according to the area they can maximize their performance. As Department are in the public utility, autonomy is seen as requiring fitting with public liability tools to increase the confidence of governments and donors in tertiary education. Department found that due to the current societal circumstances they must continually restructure, adjust dynamically their organizational culture, promote the values of strategic planning and encourage differentiation at the functional level and at its constituents. Much of this change in attitude will be served by creating the Department guidance, monitoring and accessing structural funds. Organizational prerequisites are created for the networking of complex partnerships between Department, research institutes, the business environment and public institutions, where every part has its responsibility avoiding to promote a normative pattern, while promoting a dynamic and flexible mechanism of resource management, whose benefits are differentiation of Department and their legitimization to a greater extent in the communities they belong.

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